

**49169-002 MON: Ulaanbaatar Green Affordable Housing and Resilient Urban Renewal Sector Project (AHURP)**



# **The Second Annual Progress Report (2021)**

**(Incorporating Quarterly Report - 2, Oct-Dec 2021)**

**Prepared by:** PMO with support from PIMS and inputs from PIU/SGFS and EFDP  
**Prepared for:** Government of Mongolia, Municipality of Ulaanbaatar  
Asia Development Bank, Green Climate Fund  
**Submitted:** February 2022



## Acronyms

---

ADB	Asian Development Bank
AHURP	Ulaanbaatar Affordable Green Housing and Resilient Urban Renewal Project
AMC-DBM	Asset Management Company of the Development Bank of Mongolia
AP	Action Plan
BOM	Bank of Mongolia
CEMP	Contractor Environmental Management Plan
COL	Concessional Ordinary Capital Resources (ADB)
CPP	Consultation and Participation Plan
DBM	Development Bank of Mongolia
DDR	Due Diligence Report
DEIA	Detailed Environmental Impact Assessment
DFS	Detailed Feasibility Study
EA	Executing Agency
EBA	Environmental Baseline Assessment
EARF	Environment Assessment and Review Framework
EDAF	Eco-District and Affordable Housing Fund
EFDP	Eco-District Feasibility and Policy Reform Support
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
ESMS	Environmental and Social Management System
FAA	Funded Agreement Activity
FIL	Financial intermediation loan
FMA	Financial Management Assessment
GADIP	Ger Area Development Investment Program
GAP	Gender Action Plan
GBF	Green Building Fund
GCF	Green Climate Fund
GEIA	General Environmental Impact Assessment
GOM	Government of Mongolia
GRM	Grievance Redress Mechanism
HOA	Homeownership Association
IA	Implementing Agency
ICB	International Competitive Bidding
IEE	Initial Environmental Examination
LA	Land Agency
LARP	Land Acquisition and Resettlement Plan
LARWG	Land Acquisition and Resettlement Working Group
MET	Ministry of Environment and Tourism
MOF	Ministry of Finance
MPA	Procurement Agency of the City Governor
MSME	Micro, Small and Medium-Sized Enterprises
MUB	Municipality of Ulaanbaatar
NCB	National Competitive Bidding
NOSK	Capital City Housing Corporation
O&M	Operations and Maintenance
PAM	Project Administration Manual
PAP	Project Affected Person
PIU	Project Implementation Unit
PMO	Project Management Office
PPLM	Public Procurement Law of Mongolia
PPMS	Project Performance Management System
PPTA	Project Preparatory Technical Assistance
QACP	Quality Assurance and Control Plan
QA/QC	Quality Assurance/Quality Control
QCBS	Quality and Cost-Based Selection
RAMS	Risk Analysis and Mitigation Strategy

REA	Rapid Environmental Assessment
RF	Resettlement Framework
RP	Resettlement Plan
RRP	Report and Recommendation to the President (ADB)
SCS	Stakeholder Consultation Strategy
SGAP	Social and Gender Action Plan
SGFS	Sustainable Green Finance Support
SPS	Safeguard Policy Statement
STP	Simplified Technical Proposal
TA	Technical Assistance
TOR	Terms of Reference
UBED	Environment Department of Ulaanbaatar
UDA	Urban Development Agency
UPMPA	Urban Planning and Master Planning Agency
VLSP	Voluntary Land Swapping Plan
WA	Withdrawal Application

## Glossary

---

<i>Dzud</i>	Severe winter storm events causing particular grazing problems
<i>Ger</i>	Traditional circular Mongolian tent
<i>Khashaa</i>	A fence, but referring to an individual's fenced piece of property
<i>Khoroo</i>	The mid-level of local community governance in city administration
<i>Kheseg</i>	The lowest level of local community governance in city administration

## Executive Summary

### Introduction

AHURP's purpose is to bridge current gaps in climate responsive urban development and green affordable housing by transforming the highly climate-vulnerable and heavily polluting peri-urban areas of Ulaanbaatar (*ger* areas) into low-carbon, climate resilient and affordable Eco-Districts. This will be achieved through three Outputs:

**Output 1:** Resilient urban infrastructure, public facilities and social housing units in selected *ger* area Eco-Districts.

**Output 2:** Long-term financing to developers for low-carbon affordable housing, market-rate housing and economic facilities in the same *ger* area eco-districts, and green mortgages to interested and qualified home buyers.

**Output 3:** Sector policy reforms implemented, and institutional capacities strengthened.

Financing for the project totals \$570.1 million in a combination of loans and grants:

Source	US \$
ADB (Loan)	80.0
Green Climate Fund (GCF) (Loan)	95.0
Green Climate Fund (GCF) (Grant)	50.0
High Level Technology Fund (Grant)	3.0
Municipality of Ulaanbaatar (MUB)	35.0
Development Bank of Mongolia/Commercial Banks	111.4
Developers	131.8
Beneficiaries	63.9
<b>Total</b>	<b>570.1</b>

This Second Annual Progress Report covers the calendar year 2021.

### Progress to Date by Output

**Output 1:** Two groups of activities dominated 2020: First a PIMS-PMO focus on completion of key operational and safeguard documents required by ADB along with initiating project management protocols; and, secondly, EFDP work on Phase 1 Bayankhoshuu urban planning, infrastructure and Fast Track Social Housing design. This included extensive PIMS-EFDP community engagement activities, Willingness to Participate Survey and Socio-Economic Survey. International consultant and stakeholder engagement continued to be hampered by COVID restrictions.

1. **Preparation of Key Documents:** the following were prepared, reviewed or updated by the PIMS Team in collaboration with PMO with inputs from SGFS and EFDP for review and acceptance by PMO/GOM and ADB. Field implementation of several was also initiated:

- a. Consultation and Participation Plan (CPP)
- b. Stakeholder Consultation Strategy (SCS)
- c. Stakeholder Matrix (SM)
- d. Social and Gender Action Plan (SGAP)
- e. SGAP Monitoring Framework

- f. Initial Environmental Evaluations (IEE)
- g. Grievance Redress Mechanism (GRM)
- h. Resettlement Framework (RF)
- i. Mechanism for Land and Asset Valuation
- j. Risk Analysis and Management Plan (RAMP)

2. **Phase 1 Site Selection:** In addition to the original Bayankhoshuu site, the adjacent NOSK-owned Bayankhoshuu North (B-15) was approved for incorporation into AHURP. Similarly, the NOSK-owned site at Sharkhad was approved for Phase 1 consideration along with the original Selbe site. Further assessments of the Sharkhad and Selbe sites continued to determine development feasibility.

**Output 2:** The progress on establishing the Eco-District and Affordable Housing Fund (EDAF) as the vehicle for commercially financing the Affordable and Market Housing components of AHURP was delayed for most of the year as a result of the original Asset Management Company (AMC) being liquidated by GOM. As a result, the SGFS team demobilised until late in 2021 when the AMC was re-activated. Q4 2021 emphasis shifted to private sector engagement of developers and commercial banks to work closely with EFDP and the rest of the AHURP team to further physical planning and design. That will remain the priority activity for early 2022.

**Output 3:** Policy Reform is to evolve out of the experience gained through implementation of the first Eco-Districts. At this point policy issues and reform needs are being identified.

## Disbursements and Procurement

During the reporting period, disbursements and procurement were limited to advances for PMO staff expenses and consultant engagement totalling \$ 345,122 (987,400,000 MNT). Projected disbursements for 2022 total \$2.92 million (29,200,000,000 MNT). Procurement for construction goods and services for the BKH Fast Track Social Housing major capital works components is anticipated during 2022 following completion of detailed engineering design and tendering.

## Implementation Issues

Two significant implementation issues emerged during the reporting period, 2021:

1. COVID restrictions continued to limit international consulting team members from visiting Mongolia for face-to-face work, and limited national consulting team members from initiated critical face-to-face community and other stakeholder consultation work.
2. SSJV (EFDP) team performance and capacity problems: an agreed (ADB-PMO-SSJV-AARC) proposal to restructure consulting services to alleviate this problem and the costing project delays it has resulted in, was rejected by GOM/MUB early in 2022. This results in the need for PMO to take alternative actions to resolve this significant constraint.

The first Project Steering Committee Meeting was convened on 21 April 2021 with limited agenda items on the administrative aspects such as review and extension of the service contract of the PMO personnel. As of the end of 2021, a second meeting with extended agenda in regards with the implementation of the project had not taken place and remains the highest priority for the project in the upcoming quarter.

## Plan for 2022

The main focus during 2022 will be on initiating construction of the priority BKH Fast Track Social Housing component of Phase 1.

## Conclusion

AHURP made good progress during the second half of 2021 as some EFDP team restructuring was completed including the engagement of a replacement International Team Leader and Urban Planner, International Architect, and the additional recruitment of an International Municipal Engineer. This resulted in substantial progress with Bayankhoshuu urban planning, infrastructure assessment and Social Housing design. PMO/ADB agreed to undertake as a first priority, a BKH Fast Track Social Housing component of Phase 1 to meet political pressure for some on-the-ground results and provide the public with a demonstration of what AHURP intends to do. Momentum was established, but encountered roadblocks related to a stop work decision by the national EFDP team for non-payment of fees and dissatisfaction with the lack of high-level management support. Efforts continued throughout Q3 and Q4 to address these issues and remained on-going at time of writing.

A construction start in Bayankhoshuu during 2022 is the target.

## Table of Contents

<b>Acronyms</b> .....	<b>i</b>
<b>Glossary</b> .....	<b>ii</b>
<b>Executive Summary</b> .....	<b>iii</b>
<b>1. Introduction</b> .....	<b>1</b>
<b>2. The Project - Background and Basic Data</b> .....	<b>1</b>
2.1. Project Purpose & Intended Impact .....	1
2.2. Project Outputs .....	1
2.3. Project Components/Phases .....	1
<b>3. Implementation Arrangements</b> .....	<b>2</b>
3.1. Management Arrangements .....	2
3.2. Project Structure and Stakeholders .....	3
<b>4. Project Cost and Financing</b> .....	<b>4</b>
<b>5. Implementation Status - Work Plan Activities and Results</b> .....	<b>5</b>
5.1. AHURP Implementation Activities .....	5
5.2. DMF Results Status .....	6
5.3. Project Status vs Project Schedule - Summary .....	6
5.4. (PM) Project Management .....	8
5.4.1. Scheduled Activities .....	8
5.4.2. Project Coordination .....	8
5.4.3. ADB Mission .....	9
5.4.4. Consultant Restructuring Proposal .....	9
5.4.5. Project Performance Management System .....	9
5.4.6. Stakeholder Communication .....	9
5.5. (0) Start-Up and Inception .....	10
5.6. (T) Training .....	10
5.7. (1) Phase 1 Sites Development .....	10
<b>6. Communications</b> .....	<b>14</b>
6.1. Stakeholder Communication .....	14
6.1.1. Information Campaign on Project Participation: .....	14
6.1.2. Consultations on Proposed Designs .....	15
6.1.3. Website Content .....	15
<b>7. Safeguards</b> .....	<b>15</b>
7.1. Social Safeguards .....	15
7.1.1. Social and Gender Action Plan Updates .....	15
7.1.2. Willingness to Participate Survey .....	16
7.1.3. Socio-Economic Survey/Data Collection .....	16
7.1.4. Resettlement Framework .....	17
7.1.5. Land and Asset Valuation and Detailed Measurement Survey .....	17
7.1.6. NOSK Sites Resettlement/VLSP Due Diligence Report .....	17
7.1.7. Grievance Redress Mechanism Review .....	17
7.1.8. Resettlement Monitoring Report (Semi-Annual) .....	18
7.1.9. External Safeguard Monitoring .....	18
<b>8. Environmental Safeguards</b> .....	<b>18</b>
8.1.1. DEIA and EMP (GOM) Progress .....	18
8.1.2. Initial Environmental Examination (IEE) and Environmental Assessment and Review Framework (EARF) Progress .....	19

8.1.3.	Environment and Social Management System.....	19
8.1.4.	Semi-Annual Environmental Monitoring Report .....	20
8.1.5.	Sector Policy Reform (Climate change) .....	20
8.1.6.	Environmental Stakeholders Engagement and Training .....	20
8.2.	SGFS Activity and Progress Summary .....	20
8.3.	EFDP Activity and Progress Summary .....	23
8.4.	Financial Management .....	24
8.4.1.	Financial Management Status .....	24
8.4.2.	Financial Management Issues.....	25
8.5.	Legal Support to Project Implementation.....	27
8.6.	Risk Management.....	27
<b>9.</b>	<b>Project Expenditure, Loan Disbursements, Procurement .....</b>	<b>34</b>
9.1.	Statement of Budget vs Actual Expenditure to 31 Dec. 2021 .....	34
9.2.	Projected Disbursements for 2022 .....	36
9.3.	Contract Awards and Procurement Plan - 2022 .....	36
9.4.	Consultancy Cost Projection - 2022 .....	36
<b>10.</b>	<b>Compliance with Loan Covenants .....</b>	<b>38</b>
<b>11.</b>	<b>Key Implementation Issues and Solutions.....</b>	<b>38</b>
<b>12.</b>	<b>Tasks Planned for the Next Reporting Period.....</b>	<b>39</b>
12.1.	Operationalise PPMS .....	39
12.2.	Major Implementation Tasks.....	39
12.3.	Financial and Procurement Management.....	41
12.4.	Communications and Community Engagement .....	42
12.5.	Phase 1 Eco-District Detailed Feasibility Study.....	43
12.6.	BKH Fast Track Social Housing .....	43
12.7.	Training and Capacity Building.....	43
<b>13.</b>	<b>Actions Required by Each Party .....</b>	<b>45</b>
13.1.	Project Steering Committee.....	45
13.2.	Executing Agency/PMO.....	45
13.3.	Implementing Agency/PIU .....	45
13.4.	PIMS .....	45
13.5.	SGFS .....	46
13.6.	EFDP .....	48
13.7.	ADB .....	49
13.8.	Other Stakeholders.....	49
<b>14.</b>	<b>Conclusion .....</b>	<b>49</b>

## List of Figures

Figure 1: Project Structure and Stakeholders .....	3
Figure 2: AHURP Implementation Plan Activities Summary .....	5
Figure 3: AHURP Implementation Plan Activities by Component .....	5
Figure 4: New AMC Structure .....	21

## List of Tables

Table 1: Management Arrangements.....	2
Table 2: Project Financing: Outputs 1 and 3.....	4
Table 3: Project Financing: Output 2.....	4
Table 4: DMF Results Achieved to 31 Dec. 2021 .....	7



Table 5: PIMS Training and Capacity Building (2021) .....	12
Table 6: GOM Environmental Assessment Requirements.....	19
Table 7: SGFS Deliverables Reviewed by AMC in 2021 .....	21
Table 8: Financial Management Progress - Highlights .....	24
Table 9: Grant Agreement GCF .....	27
Table 10: Risk Management Register.....	28
Table 11: Statement of Budget vs Actual Expenditure to 31 Dec. 2021 .....	35
Table 12: Projected Disbursements 2022 (US\$ millions).....	36
Table 13: Projected Contract Awards/Procurement Plan 2022.....	36
Table 14: Consultancy Cost Projections - 2022 .....	37
Table 15: Major Tasks - 2022 .....	40
Table 16: Planned Financial Management Activities - 2022 .....	41
Table 17: Training and Capacity Building Activities Planned - 2022.....	44
Table 18: SGFS Work Plan - 2022.....	46

## Annexes

- Annex 1: EFDP Working Group Structure
- Annex 2: Stakeholder Consultation Workshop (Dec. 2021)
- Annex 3: Revised SGAP
- Annex 4: Correct Action Plans
- Annex 5: Revised Grievance Redress Mechanism
- Annex 6: Bayankhoshuu Proposed Site Plan
- Annex 7: Social Housing Concept
- Annex 8: Detailed AHURP Implementation Work Plan

## 1. Introduction

---

This Second Annual Progress Report covers the year 2021. This Report also serves as Quarterly Report 6 for the period Oct-Dec 2021. This is a reporting requirement of both the Asian Development Bank (ADB) and the Government of Mongolia (GOM) to update all key stakeholders on project progress, issues and projections of work to be achieved during the subsequent year, 2022 including details for the Quarter Jan-Mar 2022. The report is compiled using inputs from the Project Executing Agency (EA) represented by the Project Management Office (PMO), the Project Implementing Unit (PIU) and the three project support consulting teams described below.

## 2. The Project - Background and Basic Data

---

### 2.1. Project Purpose & Intended Impact

AHURP aims to bridge current gaps in climate responsive urban development and green affordable housing by transforming the highly climate-vulnerable and heavily polluting peri-urban areas of Ulaanbaatar (*ger* areas) into low-carbon, climate resilient and affordable Eco-Districts. AHURP will also establish policies, mechanisms, and standards for sustainable affordable housing and green urban redevelopment. The resulting impact will be improved living conditions in Mongolia by assisting Ulaanbaatar to be a safe, healthy and green city that is resilient to climate change and provides a liveable environment for its residents.

The Project's original Design and Monitoring Framework (DMF) is presented in **Annex 1** with progress-to-date reported in **Section** エラー! 参照元が見つかりません。 .

### 2.2. Project Outputs

AHURP has 3 Outputs:

1. Resilient urban infrastructure, public facilities and social housing units in selected *ger* area Eco-Districts.
2. Long-term financing to developers for low-carbon affordable housing, market-rate housing and economic facilities in the same *ger* area eco-districts, and green mortgages to interested and qualified home buyers.
3. Sector policy reforms implemented, and institutional capacities strengthened.

### 2.3. Project Components/Phases

The project will be implemented in 5 Phases comprising a total of approximately 20 sub-projects. Each sub-project consists of redevelopment of a selected portion of a *ger* area into an Eco-District containing the components listed above. Implementation of the Phases may overlap depending on available resources and the speed with which necessary feasibility studies and due diligence are completed. Overall project implementation is scheduled to take a period of 6 years from 2020 through 2026.

### 3. Implementation Arrangements

#### 3.1. Management Arrangements

**Table 1** summarises the agencies responsible for project management and their respective roles and responsibilities.

**Table 1: Management Arrangements**

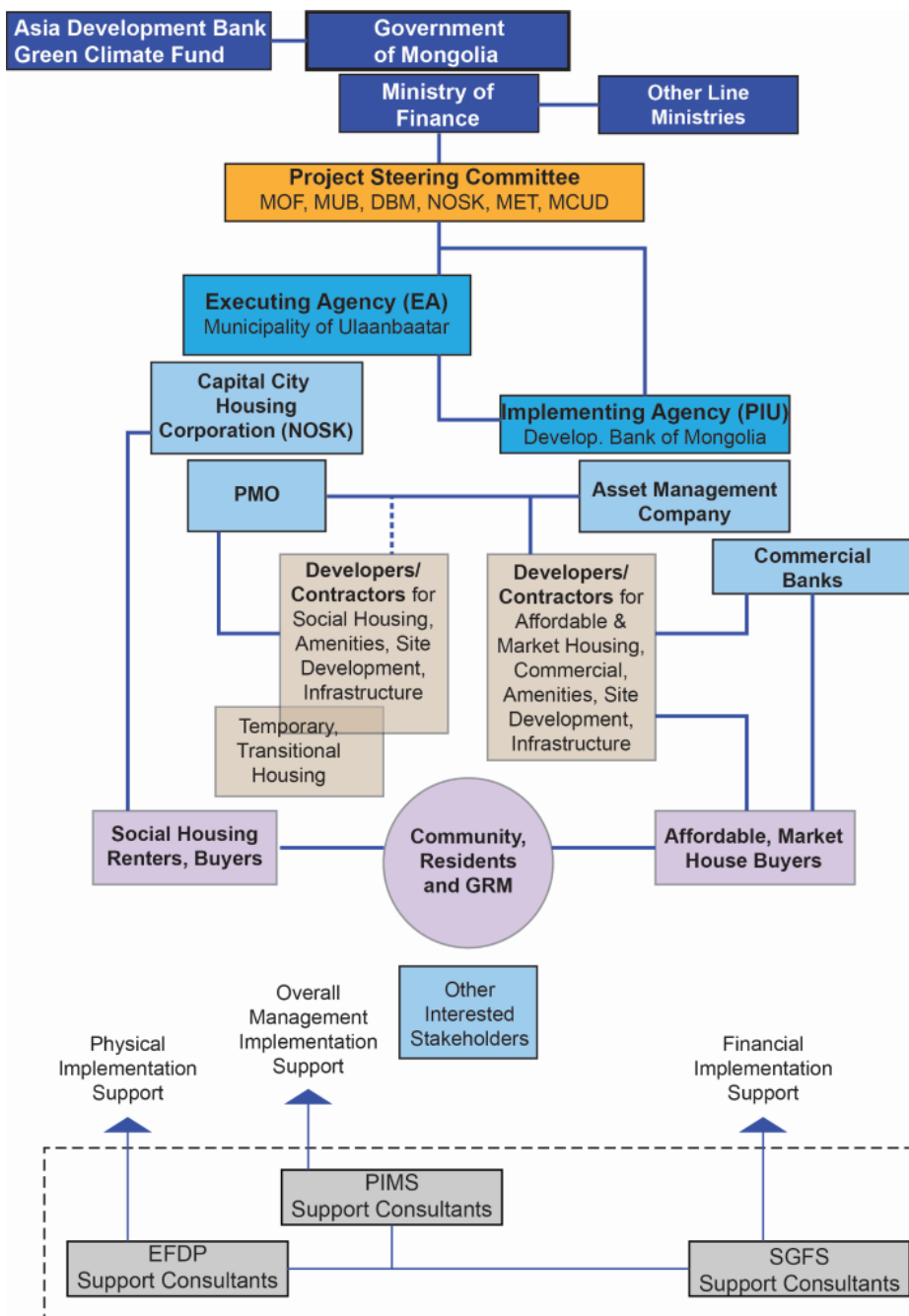
Role	Agency	Summary Responsibilities
<b>Executing Agency</b>	Municipality of Ulaanbaatar (MUB)	MUB, headed by the Governor of Ulaanbaatar, will be responsible for identifying, prioritizing, formulating, appraising, approving, and overseeing the implementation of subprojects in accordance with technical, financial, and economic appraisal criteria, including social and environmental criteria, as agreed with the Asian Development Bank (ADB).
<b>Project Steering Committee</b>	Various agencies	A project steering committee headed by the MUB, will comprise government officials from the Ministry of Finance (MOF), Ministry of Environment and Tourism, MUB departments and agencies, Ministry of Construction and Urban Development (MCUD), Development Bank of Mongolia (DBM), and Capital City Housing Corporation (NOSK) will be established to oversee the project implementation and provide strategic and policy guidance.
<b>Project Management Office</b>	MUB	The PMO will be established under the Mayor of Ulaanbaatar and will be responsible for the overall implementation of the project and closely coordinate with AMC-DBM regarding project implementation.
<b>Project Implementing Agency</b>	Development Bank of Mongolia (DBM)	The Development Bank of Mongolia (DBM) will act as the project implementing agency providing overall support to the AMC-DBM in its establishment and management of the eco-district and affordable housing fund (EDAF).
<b>Project Implementation Unit</b>	Asset Management Company of the Development Bank of Mongolia (AMC-DBM)	AMC-DBM will serve as the project implementation unit to manage the eco-district and affordable housing fund (EDAF) and will directly report to the executing agency and MOF on the status of the EDAF.
<b>Participating Commercial Banks</b>		A commercial bank deemed eligible for the project and subsequently selected to develop an eco-district subproject in partnership with a proponent real estate property developer will be referred to in the project as a participating commercial bank.
<b>Capital City Housing Corporation (NOSK)</b>		NOSK will be in-charge of operating and maintaining the social housing built by the project.
<b>Ministry of Finance (MOF)</b>		MOF will act as a major shareholder of EDAF provide necessary guidance to AMC-DBM on the management of EDAF.
<b>Asian Development Bank (ADB)</b>		ADB will oversee the project administration, monitor the project implementation, and will ensure project compliance with ADB safeguards and relevant policies. ADB will review the execution of subprojects, monitor the capability and performance of MUB, and assess

	any change in circumstances that may have a bearing on the sector development plan in general and on the implementation and operation of the sector subprojects in particular.
--	--

### 3.2. Project Structure and Stakeholders

The project structure remains as planned as illustrated in **Figure 1**. The original Asset Management Company with the responsibility of managing the significant Eco-District Affordable Housing Fund (EDAF) was planned for liquidation during 2021 but reinstated late in the year. Further discussion of AMC remobilisation and the accompanying SGFS work is discussed in **Section 7.3**. Similarly, announced plan to merge NOSK with the national housing entity, TOSK, were reversed by government.

**Figure 1: Project Structure and Stakeholders**



The three consulting entities supporting project implementation are:

1. **Project Implementation Management Support (PIMS):** AARC Ltd. (Ireland) in association with the Education and Social Development Centre (ESDC) (Mongolia). Providing implementation support to the PMO including sector integration support to the other consulting entities.
2. **Sustainable Green Finance Support (SGFS):** Castalia Ltd. (Australia). Supporting the PIU (Development Bank of Mongolia) in preparing and operationalising the Eco-District and Affordable Housing Fund (EDAF).
3. **Eco-District Feasibility and Policy Reform Support (EFDP):** Sunjin-Soosung Joint Venture (SSJV) (South Korea). Responsible for preparation of Detailed Feasibility Studies, Detailed Engineering/Architectural Design and Construction Supervision for selected Phases, and Policy Reform in key areas related to AHURP.

## 4. Project Cost and Financing

Financing totalling \$570.1 million including \$157 million combined loans and grants for Outputs 1 and 3, and \$413 million combined loans and grants for Output 2 as summarised in **Table 2** and **Table 3**. ADB is contributing a loan of \$80 million for Outputs 1 and 3. External funding is being provided by three entities: ADB, Green Climate Fund and Japan's High-Level Technology Fund. Internal (national) funding will be provided by MUB, DBM, developers and beneficiaries (homebuyers).

**Table 2: Project Financing: Outputs 1 and 3**

Source	Amount (\$ million)	Share of Total (%)
Asian Development Bank		
Concessional ordinary capital resources (loan)	20.0	12.7
Ordinary capital resources (loan)	60.0	38.2
Subtotal	80.0	50.9
Cofinanciers		
Green Climate Fund (grant) <sup>a</sup>	19.7	12.6
Green Climate Fund (loan) <sup>a</sup>	19.3	12.3
High-Level Technology Fund (grant) <sup>b</sup>	3.0	1.9
Subtotal	42.0	26.8
Municipality of Ulaanbaatar	35.0	22.3
<b>Total</b>	<b>157.0</b>	<b>100.0</b>

<sup>a</sup> Administered by the Asian Development Bank.

<sup>b</sup> Financing partner: the Government of Japan. Administered by the Asian Development Bank.

Source: Asian Development Bank estimates.

**Table 3: Project Financing: Output 2**

Source	Amount (\$ million)	Share of Total (%)
Green Climate Fund (grant) <sup>a</sup>	30.3	7.3
Green Climate Fund (loan) <sup>a</sup>	75.7	18.3
Development Bank of Mongolia/commercial banks	111.4	27.0
Developers	131.8	31.9
Beneficiaries	63.9	15.5
<b>Total</b>	<b>413.1</b>	<b>100.0</b>

<sup>a</sup> Administered by the Asian Development Bank (ADB).

Source: ADB estimates.

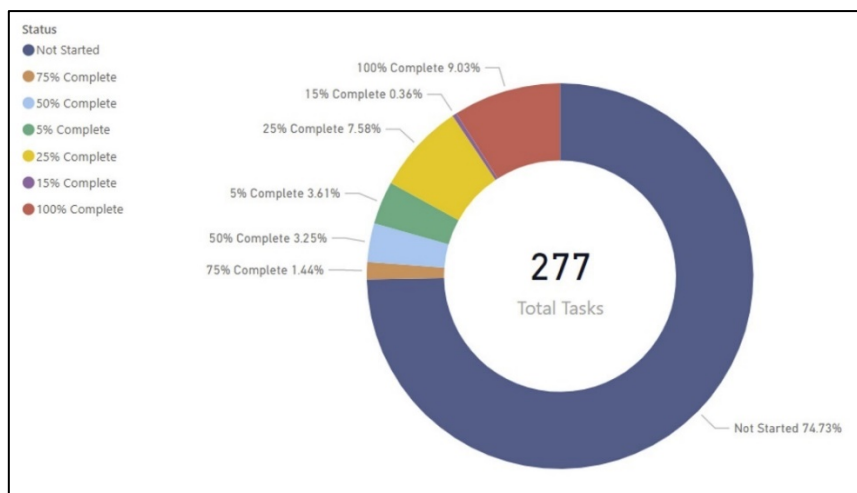
## 5. Implementation Status - Work Plan Activities and Results

The starting reference for planned activities was the Overall Project Implementation Plan included in the original Project Administration Manual (PAM) prepared by ADB during pre-feasibility. Agreed project results are presented in the PAM in the Design and Monitoring Framework (DMF) which forms part of the ADB-GOM loan/grant agreements. During the Project's Inception Phase, the PAM was reviewed and a revised Implementation Work Plan prepared reflecting the updated on-the-ground situation, expanding and adjusting activities and their timelines to follow the actually required implementation sequence. This began by adjusting dates to reflect the project's delayed starting date. That revised Inception Phase Implementation Work Plan supersedes the PAM which is now an historical document and no longer a valid reference point.

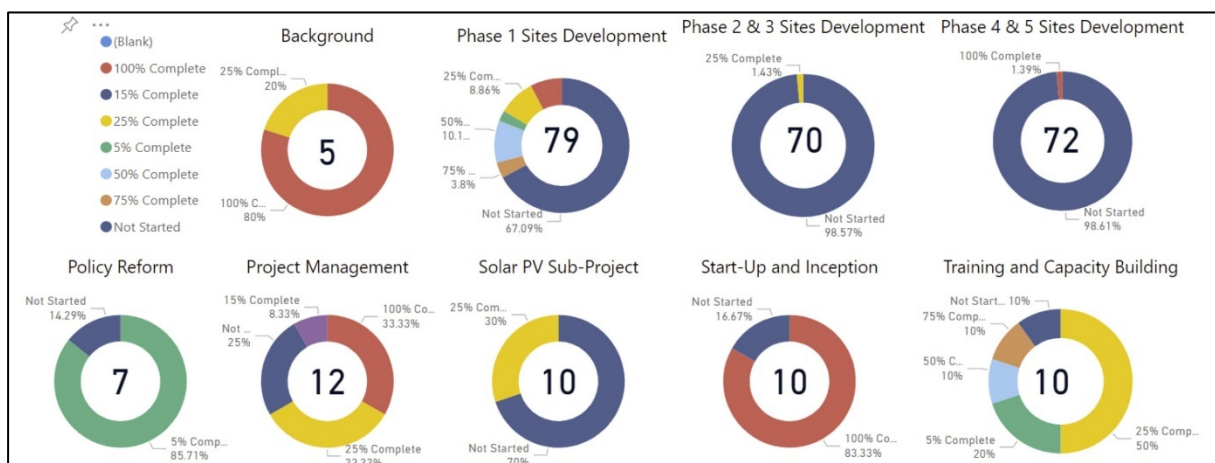
### 5.1. AHURP Implementation Activities

Results are achieved through a series of activities. **Annex 8** presents a Detailed AHURP Implementation Work Plan tracking originally planned activities against actual achievements to date along with the revised schedule of activities where changes are required. **Figure 2** summarises the current status of activities while **Figure 3** breaks down those activities by project component.

**Figure 2: AHURP Implementation Plan Activities Summary**



**Figure 3: AHURP Implementation Plan Activities by Component**



## 5.2. DMF Results Status

**Table 4** reports results achieved by those activities in accordance with the Impact and Outcome indicators in the Project's Design and Monitoring Framework (DMF) and sets out the Work Plan for progressing towards those results in the coming year, 2022. Note that no complete results were achieved nor were they anticipated at this early stage. Only items with significant progress or issues are reported here.

## 5.3. Project Status vs Project Schedule - Summary

The project remains behind schedule primarily as the result of a slow start by the SSJV/EFDP team and related management and capacity constraints. While good progress was made with respect to Safeguard requirements and Communication Strategies, most of the first 12 months failed to achieve progress with respect to Eco-District urban/site planning, infrastructure planning, housing design and preparation of the related Detailed Feasibility Study (DFS) all of which with the exception of drafting some general portions of the DFS, only started in Q3 2021. PMO's failure to receive approval to restructure SSJV's participation may well lead to further delays.

**Table 4: DMF Results Achieved to 31 Dec. 2021**


AHURP- DESIGN &amp; MONITORING FRAMEWORK - RESULTS TO 31 DEC. 2021

Project Results Chain Outcome and Outputs	Performance Indicators (Targets) (until 2026) (As defined in the DMF) Revised to 2028	Revisions - Adjusted for Actual Project Start & ADB 2021 Mission MOU	Indicator Target Rate Achieved	
<b>Outcome</b>	<b>By 2028 (Revised to 2029)</b>	<b>Revised to 2029 reflecting delayed project start</b>		
Access to low-carbon and climate resilient eco-districts and green affordable housing Ulaanbaatar's <i>ger</i> areas increased.	a. At least 7,000 households, of which 30% are headed by women, relocated into, or have ownership and/or rental titles for social and affordable housing units in the 100 ha of eco-districts in <i>ger</i> areas (2017 baseline: 0)			
	b. Energy consumption per housing unit built in targeted areas reduced to 150 kWh/m <sup>2</sup> /year (2017 baseline: 395 kWh/m <sup>2</sup> /year)			
	c. 200,000 tons of carbon dioxide emission per year avoided (2017 baseline: 0)			
	d. 6,000 person-months per year of employment opportunities for operation and maintenance of facilities and infrastructure created, of which 40% are filled by women (2017 baseline: 0)			
<b>Output 1</b>	<b>Performance Indicator target revised to 2028 reflecting Project start delay.</b>	<b>Performance Indicator target revised to 2028 reflecting Project start delay.</b>		
Resilient urban infrastructure, public facilities and social housing units in <i>ger</i> areas constructed (public sector component)	1a. 1,500 social housing units constructed (2017 baseline: 0)		Previous 0% This year 0% Cumulative 0%	
	1b. 13.7 km of road, 5.5 km of water supply pipes, 6.1 km of sewerage network, 5.5 km of district heating pipes, and 450 low-consumption street lights constructed (2017 baselines: 0)	Quantities will vary depending on Eco-District sites selected.	Previous 0% This year 0% Cumulative 0%	
	1c. 15 ha of public space and green areas, and 36,000 m <sup>2</sup> of public facilities constructed (2017 baselines: 0)	Quantities will vary depending on Eco-District sites selected.	Previous 0% This year 0% Cumulative 0%	
	1d. 72,000 m <sup>2</sup> of photovoltaic solar panels installed (2017 baseline: 0)	Performance-based indicator to replace quantitative. 11 MW production to be achieved	Previous 0% This year 0% Cumulative 0%	
	1e. 100% of constructed buildings equipped with energy-efficient insulation, utility metering, and heating regulation systems (2017 baseline: 0)		Previous 0% This year 0% Cumulative 0%	
	1f. 2,000 m <sup>2</sup> of greenhouses in targeted areas built (2017 baseline: 0)	Quantities may vary depending on community, resident demand and business viability.	Previous 0% This year 0% Cumulative 0%	
	1g. Smart monitoring system and sensors for building performance and renewable energy control installed, including energy storage pilot of 0.5- megawatt capacity (2017 baseline: 0)		Previous 0% This year 0% Cumulative 0%	
	1h. 100,000 person-months of employment opportunities during project construction created, of which 30% are filled by women (2017 baseline: 0)		Previous 0% This year 1% Cumulative 1%	
	<b>Output 2</b>	<b>2a. At least 20 developer subloans approved and released by EDAF (2017 baseline: 0)</b>		Previous 0% This year 0% Cumulative 0%
	Long-term financing to developers for low-carbon affordable housing, market-rate housing, and economic facilities in <i>ger</i> areas and to households for greenmortgages increased (financial intermediation loan component).	These subloans will produce:		
(i) 5,500 affordable housing and 3,000 market-rate housing units built (2017 baseline: 0)			Previous 0% This year 0% Cumulative 0%	
(ii) 204,000 m <sup>2</sup> of commercial facilities, shops, and parking; and 22 km of pedestrian and bike lanes built (2017 baseline: 0)		Infrastructure quantities will vary depending on Eco-District sites selected. Commercial area subject to private sector market analysis.	Previous 0% This year 0% Cumulative 0%	
(iii) 79,000 m <sup>2</sup> of greenhouses installed (2017 baseline: 0)		Quantities may vary depending on community, resident demand and business viability.	Previous 0% This year 0% Cumulative 0%	
(iv) 100% of constructed buildings equipped with energy efficient insulation, utility metering, and heating regulation systems (2017 baseline: 0)			Previous 0% This year 0% Cumulative 0%	
2b. At least 5,500 green mortgages approved and released, with at least 30% of households headed by women provided with access to affordable housing units (2017 baseline: 0)			Previous 0% This year 0% Cumulative 0%	
2c. At least 40% of businesses located in the commercial facilities in the eco-districts are led by women.			Previous 0% This year 0% Cumulative 0%	
2d. 200,000 person-months of employment opportunities during project construction created, of which 30% are filled by women (2017 baseline: 0)			Previous 0% This year 0% Cumulative 0%	



Project Results Chain Outcome and Outputs	Performance Indicators (Targets) (until 2026) (As defined in the DMF) Revised to 2028	Revisions - Adjusted for Actual Project Start & ADB 2021 Mission MOU	Indicator Target Rate Achieved
	2b. At least 5,500 green mortgages approved and released, with at least 30% of households headed by women provided with access to affordable housing units (2017 baseline: 0)		Previous 0% This year 0% Cumulative 0%
	2c. At least 40% of businesses located in the commercial facilities in the eco-districts are led by women.		Previous 0% This year 0% Cumulative 0%
	2d. 200,000 person-months of employment opportunities during project construction created, of which 30% are filled by women (2017 baseline: 0)		Previous 0% This year 0% Cumulative 0%
<b>Output 3</b>	<b>Project implementation and management</b>		
Sector policy reforms implemented and capacity strengthened.	3.1 a. By 2019, gender-disaggregated project performance and management system established (2017 baseline: 0)	Updated PAM timeline: 2022.	Previous 0% This year 50% Cumulat. 50%
	<b>Eco-district feasibility and development</b>		
	3.1 a. By 2020, green building and eco-district norms and standards are in place (2017 baseline: 0)	Updated PAM timeline: 2024.	Previous 0% This year 50% Cumulat. 50%
	3.2b. By 2021, regulations for grid-connected electricity generation from small-scale renewable sources are in place (2017 baseline: 0)	Updated PAM timeline: 2022.	Previous 0% This year 50% Cumulat. 50%
	3.2c. By 2020, regulation to enable viability gap funding of subprojects through eco-district utilities tariff cross-subsidy mechanism approved	Updated PAM timeline: 2024.	Previous 0% This year 50% Cumulat. 50%
	3.2 d. By 2026, 40% of the overall jobs created within the perimeter of each eco-district benefit local communities, at least 40% of job-holders are women, and 15% vulnerable people (2017 baseline: 0)		Previous 0% This year 50% Cumulat. 50%
	<b>Sustainable green housing finance</b>		
3.3 a. By 2020, the EDAF is established and structured in accordance with the applicable Mongolian law and requirements (2017 baseline: 0)	Updated PAM timeline: 2022.	Previous 0% This yr. 100% Cumul. 100%	

## 5.4. (PM) Project Management

### 5.4.1. Scheduled Activities

Scheduled detailed Implementation Work Plan Project Management activities as illustrated in **Annex 8** have either been completed or are progressing on schedule with the exception of:

**PM.8 Steering Committee Meetings:** The Project Steering Committee (PSC) was not convened with a detailed agenda during 2021, leaving the project without that high-level coordination, guidance and various required approvals. The continued delay is caused by the diversity of PSC structure containing multiple members with high responsibilities and limited availability. The resolution of liquidation of AMC-DBM and changes in government agency structures were also significant contributing factors to the delays.

### 5.4.2. Project Coordination

The numerous entities involved in project implementation, including three separate consulting teams, necessitates that comprehensive coordination efforts be established including:

1. Weekly PMO-PIMS Management Meetings (virtual) with shared Minutes were expanded to include EFDP to improve coordination.
2. Various combinations of ADB-PMO-PIMS-SGFS-EFDP coordination meetings held as required.
3. In addition to Sector Sub-Groups previously organised to bring together respective sector experts from all entities (PMO, PIMS, SGFS and EFDP), more focused EFDP Working Groups (WG) were established to address specific aspects of the work. This Working Group structure is presented in **Annex 1** with individual WGs meeting on a regular basis.

4. Working meetings with ADB's related GADIP project continued, including on-site visits to Bayankhoshuu and Selbe where GADIP infrastructure and pilot housing have been developed.
5. PIMS and EFDP Team Leaders travelled to Mongolia for a period of 2 months from late August to late October 2021. AARC's Project Directors visited UB during the ADB mission and SSJV's Project Coordinator spent 3 weeks in-country. The international architect (EFDP) and international municipal engineer worked in the field during October and November 2021. Other internationals were not able to travel due to various national COVID travel restrictions and/or personal health concerns.

#### **5.4.3.ADB Mission**

ADB's first project coordination and review mission was held in Ulaanbaatar during October 2021 bringing together ADB, EA (MUB/PMO), IA (PIU) and the 3 supporting consulting entities. Members of the related GADIP project attended portions. Meetings were held through a combination of in-person and virtual attendance and included a comprehensive Bayankhoshuu site visit. PIMS and EFDP Project Directors also attended. All key discussion points, recommendations of the development partner and agreed changes were captured and formalized in a MOU signed by ADB, MOF, MUB, and AMC-DBM.

#### **5.4.4.Consultant Restructuring Proposal**

The project has experienced management and capacity problems with the EFDP consulting entity, SSJV, since project start-up. Following on-going attempts to improve the consultant's performance, a proposal was agreed between ADB, PMO, AARC and SSJV during the ADB October 2021 mission to restructure the EFDP and PIMS (AARC) consulting contracts to transfer significant responsibilities from SSJV to AARC. To ensure continuity of selected priority work while the restructuring was formalised, a 4-month Bridging Period (Nov. 2021 through Feb. 2022) was agreed with a core team of key experts recruited directly by AARC. Although the consultancy service restructuring agreement was reached during the ADB review mission in October, it was subsequently decided to keep each consulting services' original scope of work to ensure the stability and the overall coherence of the services due to the objection from MUB agencies and the MUB internal audit recommendations. Addressing the implications of this reversal and developing alternative approaches to efficiently continue project implementation will be a management focus for Q1-2022.

#### **5.4.5.Project Performance Management System**

A cloud-based Project Performance Management System (PPMS) is being put in place under PIMS guidance to provide a common working platform, communications vehicle, and progress tracking and reporting mechanisms for all key stakeholders. That work is behind schedule, required as soon as possible, and acknowledged by PIMS as a priority for full development and implementation. One component of improved PPMS is development of the DMF-based Work Plan reporting on results achieved. A first version is included in this report covering 2022.

#### **5.4.6.Stakeholder Communication**

Implementation of stakeholder communication tools including the Stakeholder Consultation Strategy (SCS) and the Consultation and Participation Plan (CPP), was successfully initiated during the reporting period under the guidance of the AHURP Social-Gender and Communications teams. **Section 6** presents a review of activities. These will be on-going through various stages of Eco-District planning and development ensuring as much collaborative participation as possible.

## 5.5. (0) Start-Up and Inception

EFDP's revised Inception Report was received and accepted by PMO in June 2021, approximately 9 months behind schedule. This completed the start-up phase of the work.

**COVID-19 Note:** the on-going pandemic continued to impact the project throughout 2021 with travel restrictions and health concerns preventing most international travel. Future conditions cannot be determined although expanded international travel is planned for 2022. Project delays and communication gaps are resulting.

## 5.6. (T) Training

A number of training sessions were conducted by PIMS during the reporting period, but at the same time some delays were experienced. COVID restrictions had an impact. Training and Capacity Building Details with notes from all sessions filed in the on-line AHURP SharePoint Library. **Table 5** summarises those training activities.

## 5.7. (1) Phase 1 Sites Development

Numbering in this section references the overall AHURP Implementation Work Plan (エラー! 参照元が見つかりません。). Significant progress was achieved during the second half of 2021: Key events and achievements are summarised below with details presented in respective sector sections:

1. The Bayankhoshuu North (B-15) NOSK site was accepted for addition to AHURP's Phase 1 and integrated into GADIP planning following completion of an ADB-required Due Diligence Report (DDR) addressing resettlement issues to put the site in compliance with ADB standards.
2. A similar DDR was completed for the NOSK Sharkhad site. The DDR was submitted to ADB for approval in December 2021 and subsequently accepted for inclusion in AHURP.
3. Preliminary urban planning for development of the combined Bayankhoshuu (BKH) sites was completed by EFDP and presented to multiple stakeholders. This included integration with GADIP planning for portions of the same area.
4. Conceptual designs were prepared by EFDP for a proposed, replicable Social Housing building.
5. A BKH infrastructure assessment was conducted by EFDP followed by conceptual planning/design of both off-site and on-site BKH infrastructure.
6. To expedite and demonstrate early progress it was agreed to begin with a Fast Track Social Housing development on the vacant B-15 site including 2 Social Housing buildings of 27 units each, ground floor commercial and social amenity space, attached greenhouse, public recreational and social spaces, and related on-site and off-site infrastructure.
7. EFDP prepared a comprehensive BKH Fast Track Social Housing Conceptual Package incorporating urban site planning, public spaces, infrastructure and two Social Housing buildings. PMO received and reviewed the conceptual package and shared with key stakeholders, including relevant MUB agencies, in order to obtain feedback and approval prior to moving forward with Preliminary Design. The next step is to obtain the required approvals from the Urban Development Agency (UDA) on the Preliminary Design which is referred to as a Sketchbook requirement.

8. Substantial Social-Gender-Communications work was also completed in support of the above noted physical planning. This is detailed in **Section 6** and included completed completion of the key Willingness to Participate Survey (WPS) amongst existing residents followed by a comprehensive BKH Socio-Economic Survey of those willing to participate to determine, among other things, their financial situations contributing to a key Affordability Analysis to be completed in Q-1, 2022.

9. The above were all presented to key stakeholders, including MUB, during ADB's first project review mission held in October 2021.

**Table 5: PIMS Training and Capacity Building (2021)**

No.	Date	Topic	Resources	Target Group	No. of Partic.	Male part	Female part	Notes
1	1/28/2021	Gender mainstreaming and inclusion in urban planning	Altanchimeg.B	PMO, PIMS, EFDP staff	43	12	31	Participants were from PMO, PIU, EFDP, SGAF, and PIMS. Training materials uploaded to the SP. The training encouraged the proper understanding of gender inclusion, universal design, and motivating discussion on the best ideas and practices of gender-sensitive elements.
2	3/12/2021	Orientation training on AHURP concept and FAQ-for the community mobilizers and social safeguard workers	Purev-erdene.E Altanchimeg.B Bolormaa.G	All required staff	19	7	12	The training oriented that the CM's have the AHURP proper understanding, and the FAQ was used as the main guide. This training was the basis of CB's work with the community with the right understanding of the AHURP.
3	9/24/2021	Grow-up/SES-project orientation training on FAQ	Altanchimeg.B	Surveyer of GUR	8	2	6	The training gave an input that the GU research workers have the AHURP basic understanding, and the FAQ was used as the main guide. This training oriented the SES team not only be ready to answer residents' questions but also direct for what their SES work targets.
4	10/11/2021	Land asset and valuation orientation training	Enkhbold.B	Staff of contractor	15	4	11	Introduction to valuation firm appraisers, requirement on valuation work, valuation reporting
5	1/7/2021	Legal issues related to the contract	Tsetsenbileg.B	PMO, PIMS	14	5	9	A series of contract training sessions are planned for each contract-specific project
6	1/14/2021	"Communication strategy, some key principles of community engagement / participatory urban planning"	Tserennadmid.Ch	PMO	12			
7	2/4/2021	ongoing job training on preparation of financial statement and other report	Bulgan. T	PMO finance specialist	1	1	0	Distributed templates and prepared FS and reports
8	2/5/2021	ongoing job training on preparation of financial statement and other report	Bulgan. T	PMO finance specialist	1	1	0	Distributed templates and prepared FS and reports

9	2/8/2021	ongoing job training on preparation of financial statement and other report	Bulgan. T	PMO finance specialist	1	1	0	Distributed templates and prepared FS and reports
10	2/9/2021	ongoing job training on preparation of financial statement and other report	Bulgan. T	PMO finance specialist	1	1	0	Distributed templates and prepared FS and reports
11	2/23/2021	ongoing job training on preparation of financial statement and other report	Bulgan. T	PMO finance specialist	1	1	0	Distributed templates and prepared FS and reports
12	3/1/2021	Workshop on the Project cost estimates and project output and specific conditions of the LAs and GAs	Bulgan. T	PMO all specialists	13	6	7	Distributed the Project Cost Estimates breakdown and LA/GA's specific conditions
13	3/4/2021	ongoing job training on preparation of financial statement and other report	Bulgan. T	PMO finance specialist	1	1	0	Distributed templates and prepared FS and reports
14	4/28/2021	Online workshop of the Project cost estimates and project output and specific conditions of the LAs and GAs	Bulgan. T	PIMS local team	9	5	4	Distributed the Project Cost Estimates breakdown and LA/GA's specific conditions
15	7/4/2021	On-the-job training on budgeting and projections	Bulgan. T	PMO Procurement specialist	1	0	1	Distributed template and prepared State Budget Projection for 2022-2024
16	7/5/2021	On-the-job training on budgeting and projections	Bulgan. T	PMO Procurement specialist	1	0	1	Distributed template and prepared State Budget Projection for 2022-2024
17	7/6/2021	On-the-job training on budgeting and projections	Bulgan. T	PMO Procurement specialist	1	0	1	Distributed template and prepared State Budget Projection for 2022-2024
18	4/9/2021	Workshop on ADB procurement guidelines and methods	Chinzorig.N	PMO staff	18			
19	5/14/2021	A3 certificate course	Selenge.E	PMO staff				All participants have taken the certificate.
20	12/03/2021 12/21/2021 12/24/2021 01/05/2022	Project integration management	Bilgundemberel.M PMI	PMO staff	15	5	10	Three of four trainings were organized in 2021. All participants have taken the certificate.

10. The first Stakeholder Consultation Workshop was successfully held with BKH residents during which the BKH Fast Track Social Housing Concept Package was presented and feedback received. The full report of findings is presented in **Annex 2**.

11. Very preliminary urban/site planning assessments were also initiated for the other proposed Phase 1 sites of Selbe and Sharkhad. This included preliminary assessments of nearby infrastructure networks and capacities suitable for AHURP connection.

## 6. Communications

---

### 6.1. Stakeholder Communication

The main activities for Stakeholder Communication have been to prepare information and forums for interaction with residents for under the Consultation and Participation Plan (CPP) under the VLSP and prepare content for the AHURP website.

#### 6.1.1. Information Campaign on Project Participation:

As per the project's Consultation and Participation Plan, the initial step in voluntary land-swapping was to conduct an information campaign and community consultation to increase resident's understanding about the Eco-District concept, and principles and procedures for voluntary land-swapping. The information campaign / consultations and WPS were conducted in April and May 2021 in the Phase 1 sub-project implementation sites: the 8th and 9th khoroo of Songinokhairkhan district in Bayankhoshuu and the 14th khoroo of Sukhbaatar district in Selbe. The information package included Key information tools were the Frequently Asked Questions that explained the project, the Eco-District and the land-swapping principles and process.

The methods of consultation and the information package were adapted to respond to the changing public health restrictions put in place to reduce COVID-19 transmission. Prior to the dissemination of information in the community, the project team held meetings with local leaders and stakeholders to brief them about AHURP and engage their support to contact residents. Other tools included project presentations, a brochure and postings to Facebook. Materials were disseminated by social media, telephone and other electronic communication. The consultation process allowed residents to receive information, study it and then ask their questions during a follow-up call or by social media.

During the information campaign, project information was provided to 113 households in a total of 73 khashaas in the Bayankhoshuu project area. These results means that 97% of the 117 households targeted were reached. Out of total households consulted, there were 56 women in the households that received project information through direct telephone calls. A total of 13 persons with disabilities in 9 households were consulted in the Bayankhoshuu target area, 8 men and 5 women.

The consultations in Selbe (17th Khoroo of Sukhbaatar District) took place from April 15 to May 12 2021. The consultations targeted 134 households in 71 land parcels. Project information was provided to 131 households in a total of 65 khashaas in the Selbe project area. In total, 98% of the 134 households targeted were reached. Out of total households consulted, there were 63 women in the households that received project information through direct telephone calls. A total of 15 persons with disabilities were consulted, 8 men and 7 women.

### 6.1.2. Consultations on Proposed Designs

AHURP has surveyed residents in Bayankhoshuu South and North to determine their willingness to participate in voluntary land-swapping to transform ger areas into Eco-Districts. In keeping with the Community Participation Plan, a day of Community Consultations was conducted on December 12 2021 to introduce residents to the proposed Eco-District design. The purpose of the Community Consultation was to provide information and receive feedback from residents about the Eco-District proposed design to Bayankhoshuu residents in AHURP targeted BKH South and North sites. The information sessions covered both the planning for the Fast Track Development of the Bayankhoshuu North site as well as the overall planning of the Bayankhoshuu Phase 1 Eco-District (North and South sites) development.

Residents were invited to participate in one of the three sessions held at the BKH Business Incubator Centre to ensure that the space allowed for residents to practice social distancing as per public health guidelines for events. A total of 63 residents participated (52 % women and 48 % men) across the three sessions. The participants included 2 persons with disabilities and a sign language interpreter was available at one session to accommodate people with hearing impairments. A summary of feedback is presented in **Annex 2**.

### 6.1.3. Website Content

The communications team prepared a proposed website structure. The structure was shared with PMO and revised to develop a final structure for the content. Content has been collected from various team members and editing for posting on the website. The communications team has also commissioned a photographer to have professional photos to post on the website. The finalization of the content and website has been delayed due to problems contacting the website firm engaged for this mandate.

## 7. Safeguards

---

### 7.1. Social Safeguards

#### 7.1.1. Social and Gender Action Plan Updates

**Progress on actions and targets:** AHURP's Social and Gender Action Plan (SGAP) (see Annex X SGAP) includes key activities under each project output to promote gender equality and ensure women and vulnerable groups meaningful participation in the project. **Annex 3** presents updates to the SGAP reformatted to meet ADB's revised requirements. The activities include increasing women's participation in decision-making in urban planning and housing, reducing women's time poverty and workload through gender-responsive urban design features, and contributing to women's economic empowerment through access to housing finance and new livelihood opportunities. The project will benefit women-headed households that will have increased access to social and affordable housing. AHURP also provides opportunities to increase housing access and affordability for male and female members of other vulnerable groups such as people with disabilities, households living in poverty, and elderly populations.

The SGAP action *Ensure universal and gender-sensitive features in the design of public facilities and social housing units* (Output 1 and 2) has been under implementation during 2021. Proposed design consultations have been held with the residents in the first AHURP target community, Bayankhoshuu, to share the site planning, social housing design, and gender-responsive and inclusive features to be included in the Eco-District and solicit their feedback. The social, gender and community engagement team organized the consultations with the



technical urban planning team to ensure that the feedback was integrated into design planning and decisions. A total of 33 of the 63 residents participating in this first consultation were women (52%) in line with the SGAP target of at least 50% women's participation in the proposed and final design consultation events. A summary of the community feedback is presented in **Annex 2**.

Prior to the proposed design consultation, a series of consultations were held to share information about Eco-Districts and confirm residents willingness to participate in the project. A total of 119 women out of 257 residents (46%) interacted with project team members to receive information and ask questions about the project as part of the information campaign. The planned SGAP targets under Output 3 for PMO hiring of women, the assignment of a gender focal person, and the recruitment of social and gender consultations have been achieved. Training of PMO and consultant team members on the SGAP has started and further trainings will be planned in 2022. The SGAP actions linked to project detailed design and construction have not yet started as the design is in the planning stages. These activities will commence in 2022.

### **7.1.2. Willingness to Participate Survey**

The objective of the Willingness to Participate Survey (WPS) is to define interests of households in participating in the VLS under AHURP. The WPS is targeted to be conducted with 100% of titled households and non-titled households living at the eco-districts. The WPS was conducted in the core sites of Phase 1 (Bayankhoshuu and Selbe sites) in May – Jun 2021. A total of 115 households on 76 land plots and 154 households on 87 land plots were identified as residing or owning property in the Bayankhoshuu site and Selbe site, respectively. For Bayankhoshuu site, 79.1% of the households were willing to participate in the Project and 10.4% were not willing to participate in the Project, 7.2% have not yet decided yet and the remaining households (6.1%) refused to take part in the survey. For Selbe site, 72.1% of the households were willing to participate in the Project, 3.2% were not willing to participate in the Project, 5.8% have not yet made a decision and 18.8% of the households rejected to participate in the survey. WPS was also conducted in October 2021 with 18 households (10 landowners and 8 non-titled households) who are residing on 11 land plots which are adjacent to the Bayankhoshuu core site. Results of the WPS showed that 15 households (8 landowners and 7 non-titled households) agreed to participate in VLS while 3 households (2 landowners and 1 non-titled household) do not want to participate in the project.

The main reasons given for both rejecting to take the survey (asked during the consultations) and for not being willing to participate in the project (asked in the WPS) was that residents wanted to swap the land for cash compensation which is not allowed under AHURP or that the resident preferred to live in their khashaa rather than an apartment.

Due to the positive response in Bayankhoshuu and the existence of a pre-AHURP site that NOSK had available for re-development, the project team decided to target Bayankhoshuu for Phase 1 Eco-District site planning.

### **7.1.3. Socio-Economic Survey/Data Collection**

The project collected socio-economic information on households targeted for the Phase 1 Eco-District in Bayankhoshuu during the Willingness to Participate Survey and a separate Socio-economic survey (SES) commissioned after the WPS identified the participating households. In September 2021, Terms of Reference were issued and a survey firm was engaged to conduct the SES and prepare the analysis based on the questionnaire prepared by the AHURP team. The survey questionnaire covered demographics, assets and immovable property, income, expenditures, savings and loan experience, household's business and livelihoods and interest in new livelihood options such as greenhouse development. Qualitative questions about

respondents vision for their new neighborhood and housing are also included. Where relevant, the data collected is sex-segregated. The data was collected from September 27 to October 27 covering 117 households in the project targeted areas of 8<sup>th</sup> and 9<sup>th</sup> khoroo of Bayankhoshuu district. A draft report has been prepared and will be finalized in the first quarter 2022.

#### **7.1.4. Resettlement Framework**

A Resettlement Framework (RF) was prepared in 2018 to serve as a guide in the screening, preparation, and implementation of Land Acquisition and Resettlement Plans (LARPs) for involuntary resettlement impacts that could occur in the areas outside the project eco-district's perimeters for construction of infrastructure in support of the eco-district. PIMS' resettlement team, in discussions with PMO's resettlement team and ADB, updated the RF to reflect (i) changes in the Government's requirements and regulations on land acquisition and resettlement between 2018 and 2021, (ii) lessons learned on land acquisition and resettlement in the implementation of GADIP Tranche 1 and Tranche 2; and (iii) provisions for compensation for some assets that were not included in the RF (2018) such as compensation for affected trees and affected public assets. The updated RF has been reviewed and accepted by ADB in November 2021. The document is being translated into Mongolian language to upload on the websites of MUB and AHURP. The English version of the updated RF will be disclosed in the website of ADB in February, 2022.

#### **7.1.5. Land and Asset Valuation and Detailed Measurement Survey**

The TOR for engagement of an independent and licensed Land and Asset Valuation (LAV) consulting firm was finalized in June 2021. A LAV consulting firm was selected and mobilized in October, 2021. An orientation workshop was organized by PIMS' resettlement team to the LAV consulting firm on the methodology of LAV and the lessons learnt from the LAVs for Bayankhoshuu and Sharkhad sites under NOSK. LAV was conducted on the ground in October-December 2021. The valuation covered 77 land plots and respective assets of 119 households. Detailed measurement survey (DMS) was also conducted for all 77 land plots and the assets upon of the households. The draft LAV and DMS reports were prepared in December 2021 and PIMS' resettlement team is reviewing the documents for comments. The final LAV and DMS reports will be available in February, 2022.

#### **7.1.6. NOSK Sites Resettlement/VLSP Due Diligence Report**

AHURP added 2 sites as part of Phase 1 that NOSK acquired in 2019; Bayankhoshuu North (B15), and Sharkhad. Due Diligence Reports (DDR) including Corrective Action Plans (CAP) were required for both sites to address inadequate earlier NOSK resettlement actions and bring them in-line with ADB requirements. Both DDRs were completed during 2021 and approved by ADB allowing both sites to be officially incorporated into AHURP. The CAP requirements are presented in **Annex 4** and will be implemented as the project proceeds.

#### **7.1.7. Grievance Redress Mechanism Review**

The project-level Grievance Redress Mechanism (GRM) was finalized in October 2020 based on the public consultations with the local residents in 2019. The final GRM was disclosed to the residents in the public consultation program conducted in December 2021 (a poster on GRM was created and presented to the village meetings and posted in the easily accessed public places). The GRM was also posted in the AHURP's face-book in December 2021. The final draft version is presented in **Annex 5**.

### 7.1.8. Resettlement Monitoring Report (Semi-Annual)

The Semi-Annual Resettlement Monitoring Report for the period July-December 2021 will be completed early in Q1 2022.

### 7.1.9. External Safeguard Monitoring

The TOR for an External Safeguard Monitoring consultant (SGAP and Land Acquisition and Resettlement combined) with Social and Gender aspects) External Monitoring and Evaluation was prepared and finalized in June 2021. As stated in the TOR, external monitoring and evaluation will be conducted to provide independent monitoring and evaluation of both VLS and Involuntary Resettlement (IR) activities of all the subprojects under all the phases of AHURP, which means that it covers monitoring the implementation of (i) Phase 1 VLSP and later phases; (ii) agreed corrective actions in DDRs on land swapping of Bayankhoshuu and Sharkhad sites; and (iii) any IR from public works outside the perimeter of the eco-districts' areas. In addition, the external resettlement monitor is required to perform as a third party to observe and confirm the negotiated land acquisition and settlement processes conducted under the AHURP. The consultant will be selected in February 2022 and will be mobilised for external resettlement monitoring and evaluation performance in March 2022

## 8. Environmental Safeguards

The Detailed Environmental Impact Assessment (DEIA) and relevant Environmental Management Plan (EMP) (available in Mongolian only) developed during the PPTA PFS work for the two initial sites identified in the Selbe and Bayankhoshuu sub-centres were reviewed. In 2021, the Rapid Environmental Assessment (REA) was conducted for the additional Bayankhoshuu sub-centre site. Further Environmental Baseline Assessment (EBA) and DEIA will be conducted accordingly for this site. The ToR for these assessment activities was prepared and the procurement of a specialised company is ongoing.

Environment Safeguard elements were integrated into the draft: Grievance Redress Mechanism (GRM); Consultation and Participation Plan (CPP); Capacity Building Needs Assessment; and the Stakeholders Information Package including the list of Frequently Asked Questions (FAQ). An environmental database was prepared along with envisaged policy reforms related to climate change. Terms of reference (TOR) for required Environmental Impact Assessments (EIA) were prepared and GOM's legal requirements for environmental management were reviewed as summarised in Table 5.

### 8.1.1. DEIA and EMP (GOM) Progress

EFDP prepared the Mongolian legal requirements on environmental assessments and requirements (see **Table 6**). According to this legal framework, Environmental Baseline Assessment (EBA) and DEIA must be undertaken for project sites. A general TOR for EBA, DEIA and EMP along with a Request for Proposals (RFP) were prepared.

The DEIA and EMP undertaken for the confirmed Phase-1 sites were developed to guide the implementation of the URUs through the pre-construction, construction, and post-construction operation phases to ensure that unnecessary environmental and social impacts identified in the IEE (Chapter VI) do not occur, and to measure and document any unexpected impacts of the subcomponents.

The DEIA and EMP for the Bayankhoshuu north site will be developed by awarded company in 2022 and will be approved by MET/UBED. The project EMP will be implemented by the construction contractors through their Contractor Environmental Management Plan (CEMP).

The environmental requirements will be prepared specifically for the Contractors, and will be reflected to the bidding documents.

The EMP for the AHURP project sites will be developed according to project requirements. The EMP defines mitigation and monitoring measures and describes institutions, responsibilities, and mechanisms to monitor and ensure compliance with required safeguards.

**Table 6: GOM Environmental Assessment Requirements**

Required Activities	Mandatory Legal Justification	Preparation and Approval
Environmental baseline assessment	On environmental impact assessment law 7.3. General environmental impact assessment shall be conducted by UBED or MET.	On environmental impact assessment law. 8.2. Detailed environmental impact assessment shall be performed by a licensed domestic business entity in accordance with Article 12 of this law.
General environmental assessment	On environmental impact assessment law 7.4.3 Consider that a detailed environmental impact assessment is required.	A/618 decree of EMP preparation, approval and reporting regulation 1.3. Project EMP implementer prepare annual EMP and submit to UBED or MET for approval.
Detailed environmental impact assessment (Environmental management plan (5 years))	On environmental impact assessment law 9.8. Implementation of annual environmental management plan report must be submitted by December of each year to UBED or MET and get approval the next year's EMP. The amount of funds and expenses required for its implementation.	Regulation No. A/618 on "Procedures for developing, reviewing and reporting of Environmental Management Plan" approved by MET in 2019.
Annual Environmental management plan	A/618 decree of EMP preparation, approval and reporting regulation 4.12. Implementation of EMP must be scored at least 90 out of 100 score to get approval for next year's EMP.	
Annual Implementation report of environmental management plan	On environmental impact assessment law 9.9. Project EMP implementers shall provide at least 50 percent of their expenses for the implementation of the annual environmental management plan as a guarantee to fulfil their obligations to protect the environment.	

### **8.1.2. Initial Environmental Examination (IEE) and Environmental Assessment and Review Framework (EARF) Progress**

Action on these requirements during the reporting period was pending confirmation of the sites for Phase 1. The two NOSK sites, Bayankhoshuu North (B-15) and Sharkhad, are now confirmed and required assessments will be conducted in 2022 as planning and design details are completed. Requested guidelines from the ADB regarding the scope of the IEE and EARF updates.

### **8.1.3. Environment and Social Management System**

The SGFS Team prepared a draft Environmental and Social Management System (ESMS) for the EDAF (September 2020) along with a draft Environmental Management Plan (EMP). The creation of the EDAF ESMS is intended to facilitate EDAF's compliance with ADB Safeguards as set out in the ADB SPS 2009 as a Financial Intermediary (FI).

As noted in the Project Administration Manual (PAM), the Government, through the MUB and DBM-AMC, will require each Qualified Commercial Bank to submit semi-annual ESMS monitoring reports to DBM-AMC for compilation and timely submission to ADB.

#### **8.1.4. Semi-Annual Environmental Monitoring Report**

The internal semi-annual environment monitoring report for the period of October 2019 – June 2021 was submitted to ADB in November 2021 for comments and feedback. At the time of writing, ADB has yet to provide comments. Once comments are received from ADB the report will be finalized and submitted to ADB for final approval. The internal semi-annual environmental monitoring report for the period July-December 2021 will be completed in early Q1 2022.

External environmental monitoring TOR was drafted and planned to commence in 2022 by the individual contractor.

#### **8.1.5. Sector Policy Reform (Climate change)**

Work has continued in this area in order to identify policy gaps in relation to climate change adaptation and mitigation, climate finance, environmental sustainability and green finance. Work will include review of current green finance experiences in Mongolia, linkages between green finance and climate finance, while collaboration is expected between the projects' consulting team and based on the experience and lesson learnt being developed under AHURP.

A key requirement of the project is the development of a measuring, reporting and verification system (MRV) whose aim is to track, report and verify the use of green and sustainable construction and renewable energy solutions, as well with the associated GHGs emissions reduction. Ultimately, the MRV will generate experience and lesson learnt for the establishment of green building standards, support the improvement technical skill, promote solar photovoltaic and heating, electricity generation from renewable sources, among other aspects.

In 2021, PIMS started the development of a MRV learning workshop that will be delivered to PMO, relevant project consulting teams and counterparts. See 11.8 for details on this training activity.

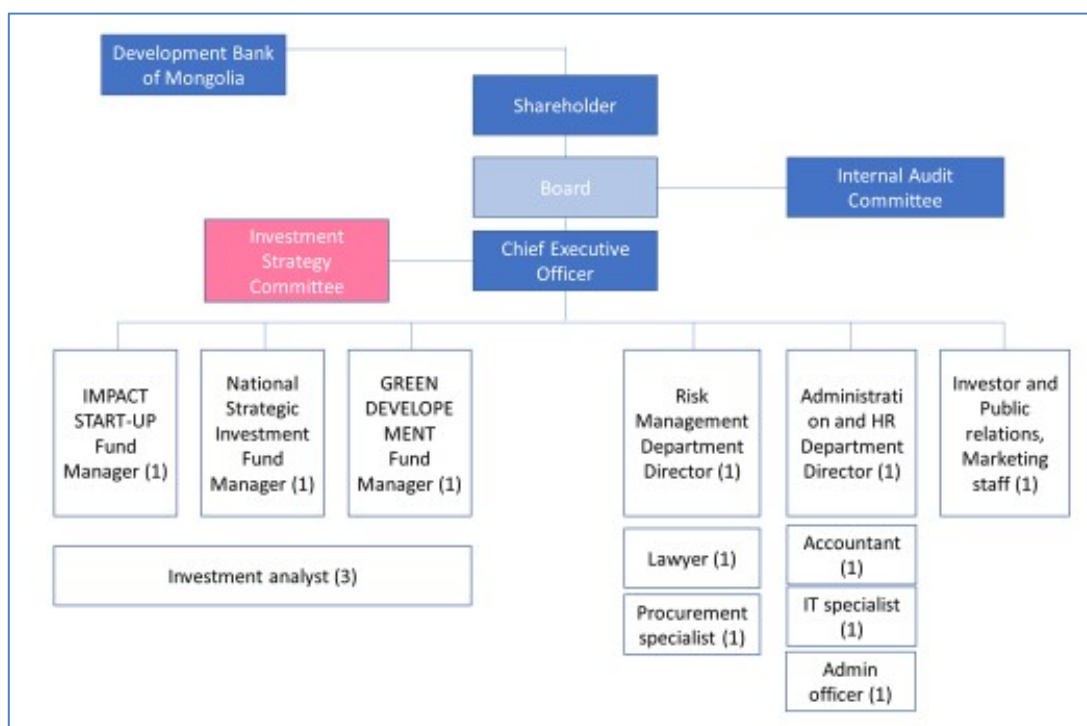
#### **8.1.6. Environmental Stakeholders Engagement and Training**

Due to COVID restrictions, meeting with relevant environment stakeholder was limited and no environment-related training activities were conducted during 2021. As construction under AHURP is set to commence in 2022, a number of training activities are planned including implementation of ADB's environmental safeguards, health and safety, and climate finance and MRV among others (see 11.8 for more details). Planning of training activities is in line with the PMO's integrated project management capacity building plan developed by PIMS.

## **8.2. SGFS Activity and Progress Summary**

In the latter part of 2021, the Asset Management SC LLC (AMC) was re-activated and re-staffed. AMC now has a Chief Executive Officer (CEO), a Fund Manager, and other staff. The Government of Mongolia (GoM) will no longer push through with the liquidation of AMC. **Figure 4** below shows the new AMC structure.

**Figure 4: New AMC Structure**



Following re-activation, the new AMC then reviewed the outputs of SGFS team that were submitted in 2020 SGFS. Recall that the SGFS consultant was mobilized in April 2020 and has since then submitted several sets of deliverables for the establishment and operations of the Eco-District and Affordable Housing Fund (EDAF): core documents to be submitted to the Financial Regulatory Commission (FRC) to establish EDAF, policy and operational documents for AMC, and environmental and social (E&S) safeguard documents that will be institutionalized as part of EDAF operations, in compliance with Asian Development Bank (ADB) and Green Climate Fund (GCF) requirements.

In 2021, the new AMC team reviewed the deliverables of SGFS consultant – particularly focusing on the deliverables related to the establishment of EDAF listed in **Table 7**. The SGFS consultant revised the EDAF establishment and governance documents to address the comments of the new AMC team.

**Table 7: SGFS Deliverables Reviewed by AMC in 2021**

Deliverable	Description	Status
D-4	<p>Policy and Internal Documents for the Establishment of EDAF</p> <p>These documents include EDAF establishment documents required by the Financial Regulatory Commission (FRC), such as:</p> <ul style="list-style-type: none"> <li>• Fund charter</li> <li>• Fund investment policy</li> <li>• Fund business plan</li> <li>• Asset and income registration policy and guidelines</li> <li>• Shareholder registration policy and guidelines</li> <li>• Expense policy and guidelines</li> <li>• Dividend, Distribution policy and guidelines</li> <li>• Risk management policy and guidelines</li> <li>• Collateralized loan issuance policy and guidelines</li> </ul>	<p>Completed, amendments may or may not be required upon the completion of the work of the parallel AHURP assignment teams and following negotiation with Ministry of Finance (MOF)</p>

Deliverable	Description	Status
	<ul style="list-style-type: none"> <li>▪ Audit policy and audit plan for the EDAF</li> </ul> <p>Other governance documents completed:</p> <ul style="list-style-type: none"> <li>▪ Procurement template for the selection and supervision of Qualified Developers</li> <li>▪ Environmental and Social Management System (ESMS)</li> <li>▪ Template agreements</li> </ul>	
D-18	<p>Revised and Updated Internal Policy Documents Related to EDAF</p> <p>These documents include:</p> <ul style="list-style-type: none"> <li>▪ Contract Administration Manual</li> <li>▪ HR Policy</li> <li>▪ Quality Assurance and Control Plan</li> <li>▪ Communications Strategy</li> <li>▪ Monitoring and Evaluation Plan</li> </ul>	Completed
D-32	<p>Environmental Management Plan (EMP)</p> <p>The Ulaanbaatar Green Affordable Housing and Resilient Urban Renewal Project (AHURP) Environmental Management Plan (EMP) dated January 2018 has been largely adopted for EDAF purposes. The AHURP EMP as appended to the Initial Environmental Examination (IEE) prepared by the Municipality of Ulaanbaatar (MUB) for the Asian Development Bank (ADB) has been developed in the context of the ADB approved IEE, and based on the overall AHURP project planning.</p> <p>As no further approved design specification for the AHURP is available to date, the full and existing EMP has been adopted by EDAF accordingly. None of the commitments of requirements of the January 2018 EMP have been removed.</p> <p>The requirement for the development and update of the EMP document is contingent on future events and milestones including:</p> <ul style="list-style-type: none"> <li>▪ Developer specific concerns, practices, and capacities</li> <li>▪ Updated design specifications for Eco-District and Affordable Housing developments</li> <li>▪ Monitoring and reporting to be implemented at the EDAF level and at the Developer level.</li> </ul> <p>The acceptance and adoption of the EMP is intended to align the project implementation, monitoring, and reporting required of EDAF to the ADB SPS 2009 and the specific risks and impacts associated with EDAF functions. This document has been updated and adopted in parallel to the creation of the EDAF Environmental and Social Management System (ESMS), developed to facilitate EDAF's compliance with ADB Safeguards as set out in the ADB SPS 2009 as a financial intermediary (FI).</p>	Amendments may or may not be required upon the completion of the work of the parallel AHURP assignment teams
D-33	<p>Grievance Redress Mechanism (GRM)</p> <p>The GRM covers EDAF specifically. The purpose of the EDAF GRM are to: (i) facilitate the settlement of disputes and the redress of complaints without resorting to litigation, and (ii) obtain feedback from stakeholders regarding the performance of EDAF and the entities receiving financing from it in various forms.</p>	Completed, amendments may or may not be required upon the completion of the work of the parallel AHURP assignment teams

Deliverable	Description	Status
	It is anticipated that the EDAF GRM will handle matters related to the financing side, specifically Output 2 of AHURP, or the provision of financing for affordable housing. The AHURP GRM, on the other hand, will deal with technical issues related to the implementation of AHURP's various sub-projects.	
D-34	Social and Gender Action Plan (SGAP)	Completed, amendments may or may not be required upon the completion of the work of the parallel AHURP assignment teams

### 8.3. EFDP Activity and Progress Summary

EFDP activity and progress gained momentum during the second half of 2021 following the recruitment of a replacement International Team Leader and International Urban Planner. Note, the two positions are being handled by one expert. In addition, an International Architect replacement was also recruited by SSJV and an International Municipal Engineer was recruited for EFDP by AARC. The latter is a new position recommended by both ADB and PIMS. Substantial Bayankhoshuu planning and design progress was achieved in spite of the national EFDP team stopping work from 6 September until late December 2021 due to non-payment by SSJV and other SSJV management concerns. Key activities and achievements for 2021 include:

1. **Inception Report:** after submission and rejection by PMO of several draft EFDP Inception Report versions, a final was prepared by the newly recruited TL and received PMO approval in June 2021.

2. **EFDP Team Review and Restructuring:** The EFDP TL, in collaboration with the former EFDP DTL, undertook a full team resource review identifying gaps, new resources needed and suggested replacements. Work was on-going at the end of the reporting period to resolve all EFDP resource issues.

A Working Group structure was also prepared organising the EFDP members into sector-based Working Groups and incorporating links to PMO, PIMS and other AHURP resources. See **Annex 1**.

3. **Collaboration in a Willingness to Participate Survey (WPS) and Socio-Economic Survey (SES):** both provided key inputs to the physical planning and design work described below and provided inputs to a critical Affordability Analysis to be completed early in Q1-2022. See Sections **7.1.2** and **7.1.3** for details of those two surveys.

3. **Bayankhoshuu Urban/Site Planning:** EFDP prepared a comprehensive draft concept development plan for the combined BKH sites including linkages to surrounding neighbourhoods. This provided the opportunity to illustrate AHURP planning and development principles, goals and concepts; assess a number of density scenarios as they relate to optimum use of the land and the current UB Master Plan; integrate the range of expected Eco-District components; and produce material for consultation with all key stakeholders including ADB, MUB and BKH residents. Evolution of the BKH site plan will continue as stakeholder inputs are incorporated. See **Annex 6**.



4. **Bayankhoshuu Infrastructure Planning:** EFDP assessed existing infrastructure networks and capacities available to service the BKH site and undertook conceptual design of both off-site connections and on-site servicing for roads, drainage, heat, water supply and sanitation.
5. **Social Housing Design:** conceptual designs were prepared for a potentially replicable and appropriate 27-unit Social Housing building including ground fully accessible units and space for commercial, social and service facilities. The proposed design also incorporates connected greenhouses, solar PV and a range of energy-efficiency features. See **Annex 7**.
6. **BKH Fast Track Social Housing Concept Package:** the works described above were consolidated into a single document for ease of overall review by PMO, ADB, MUB, other key stakeholders, and the consulting teams themselves. Approval was sought from PMO and other key stakeholders prior to proceeding with more detailed preliminary design. PMO advised EFDP to proceed with Preliminary Design (Sketchbook) without official concept approval.
7. **BKH Fast Track Social Housing Sketchbook:** this is the first officially required document for GOM (Urban Development Agency (UDA)) review and approval. Following PMO's guidance, work began on this late in the reporting period and is expected to be complete and approved by mid-March 2022 in conjunction with the Concept Package noted above.
8. **BKH Topographic and Geotechnical Surveys:** service providers were procured for both with the work largely completed by the end of the reporting period with final reports expected early in Q1-2022. These provide valuable technical inputs to site, infrastructure and building planning and design.

## 8.4. Financial Management

### 8.4.1. Financial Management Status

Progress made during the reporting period is summarised in **Table 8**. Procurement actions were initiated to define and obtain a Financial and Procurement Management software package with selection and operationalisation anticipated during Q1 2022.

**Table 8: Financial Management Progress - Highlights**

Plan ref.	Task	Progress Made
1.1.13	Monitor physical and financial progress of the project and promptly report significant deviations from the budget.	Any transactions during the reporting period were reviewed by PIMS specialists and provided advice for the required improvements to PMO Developed the required templates for finance and accounting. Provided a tax consultancy
2.1.1	Develop financial management plans, budgeting, financial statements and reports etc.	Supported to prepare budget projection for 2022 and assumption for 2023-24 to MUB and MOF Supported to prepare CAD projections to ADB Prepared and submitted semi-annual financial statement and year ended financial statement for 2021 to MUB and MOF

2.1.4	Prepare and finalize the Financial Management Manual.	<p>The first draft of the financial reporting section of the financial management manual based on the ADB Disbursement Handbook and relevant laws and regulations of GoM.</p> <p>Provided introduction and PPT on the Financing Procedure and Process for the Consultancy fee payment based on the requirements of GoM and ADB.</p>
2.1.5	Preparing project budgets and financial targets.	<p>Delivered training and distributed the detailed information to PMO and PIU based on the existing Budget Cost Estimates. These are currently defined by the PAM but new disbursement forecasts will be changed in regarding to the design work of the project.</p> <p>Relevant sector specialists are involved in preparing any project budgets and financial targets</p>
2.1.6	Provide systematic on-going financial management support to the PMO, including on-going support in handling the ADB disbursements and utilization of advance accounts and sub-accounts, in preparing annual project statements and reports	<p>Provided on-going supports for the financing and disbursement utilizations to PMO and PIU based on the current made contracts</p> <p>Identified a training needs for 2022</p>
2.1.7	Procure accounting software to ensure effective and efficient accounting, monitoring and reporting of all financial transactions	<p>Bidding process was made 3 times due to the incomparable price quotations from the bidders, as well as some changes which related to the removal of the Procurement module and the additional requirement of contract management module in the functional specification requirement.</p> <p>Selected the software company to provide finance and accounting and contract management software and waiting from PMO for endorsement of the draft of the contract.</p>

Since the start of the project, three types of review of financial management implementation for the project have been carried out, as follows:

1. Compliance with loan agreements
2. Compliance with local regulations
3. Review of budget versus disbursements

#### 8.4.2. Financial Management Issues

##### 1. Non-compliance with MOF Resolution No.04

PMO has been holding the salary wage payments for 2022 of PIU staffs due to the noncompliance with relevant local regulations. According to the Resolution, only one PIU

should exist while the PAM and supporting contractual agreements indicate that the project should have two implementation bodies (PMO and PIU).

As per the existing business process for salary wage payment which is charged as PMO/PIU administration cost from ADB, PMO has the resolution made only for the PMO staffing structure and since no resolution from MOF had been issued regarding the PIU attached to DBM-AMC. Due to this reason, PMO didn't release the salary payment to PIU until made a final resolution from MUB.

PIU has to discuss with MUB whether they would manage a bank account for Administration cost making an on-lending agreement with MUB and getting a resolution from MOF on PIU's staffing structure, or individual contract for PIU staffs would be approved and signed by MUB getting a new resolution from MOF on PMO staffing structure including of PIU core six staff.

## **2. Removed local budget from MUB for PMO administration costs**

In accordance with Loan agreement OCR-3694-MON, there was PMO/PIU Administration cost which has to be funded by 100% from ADB. Due to the agreement condition, MUB removed costs that used to be financed by MUB in 2020-2021 from the local budget of MUB starting from the budget of 2023.

## **3. Project Steering Committee (PSC)**

Since the project started, PMO has been unable to organize the Project Steering Committee (PSC) meeting due to the changes of the members and the Covid pandemic cases. In compliance with Regulation №04, a Project Steering Committee (PSC) should review and approve a regulated project's mid-term operational plans, detailed annual operational plans, as well as procurement and financial plans.

## **4. Withholding tax issue**

Due to the lack of experts on double taxation, PMO made a contract with PMO without withholding income tax of 20% based on the tax exemption clause of the loan and grant agreements which is referred to the tax exemption clause only for the indirect taxes. During the Oct. 2021 ADB mission, stakeholders agreed that the contract for Project Implementation Management Support consultancy services needs to be amended.

## **5. Budget exceeds**

Actual contract amounts for Project Implementation Management Support (PIMS) and Sustainable Green Finance have exceeded the budgeted amounts in the Project Budget Cost Estimates as per PAM and Loan agreement COL-3695-MON and Grant agreement GCF-0594-MON.

The contract amount of PIMS is USD3,840,237 without indirect tax and withholding income tax, and there is the budget of USD4,290,000 in the Loan agreement COL-3695-MON including the Community participation cost which must be financed by 100% from ADB without indirect taxes (VAT and customs tax). PIMS cost would be increased by a certain amount which is subjected to the withholding income tax.

For Sustainable Green Finance, the actual contract was made with the amount of USD1,934,347 exclusive of indirect taxes. If indirect tax is included in the contract, it will be USD2,127,995 and it will be financed by 90.9% inclusive of indirect taxes from ADB in accordance with the Grant Agreement GCF-0594-MON. **Table 9.**

## 6. Uncertain cost items

Due to the safety condition in the vacated area and other requirements, PMO needed to include unbudgeted costs related to the demolition of household buildings, waste disposal, transportation and disinfection of pit latrines, cleaning, protecting, refilling, and reclamation after the resettlement of USD70,000, and environmental external monitoring cost of USD200,000 in the Budget Projection for 2022 which was submitted to GOM in 2021. In accordance with the Budget Projection, it is assumed that ADB will finance them by 100%.

**Table 9: Grant Agreement GCF**

GRANT AGREEMENT CGF-0594-MON			ACTUAL CONTRACT AMOUNT and ALLOCATION	As per LFIS	Exceeded amount	VARIANCE (%)
Financier	LOAN AMOUNT	Percentage for Withdrawal				
ABB	1,838,527	90.90%	1,934,347	1,758,322	- 95,820	
MUB	184,055	9.10%	193,648	-	- 9,593	
<b>TOTAL</b>	<b>2,022,582</b>		<b>2,127,995</b>		<b>- 105,413</b>	<b>-5.21%</b>

## 7. Conditions for withdrawals from Loan account

In order to start the construction works planned for 2022, there are 10 conditions specified in the Schedule 3 of the Loan agreement COL-3695-MON that have to be met. PMO and PIU are checking the progress and PMO has sent a request letter to MUB to start on-lending agreement making process for the Loan agreement GCF-8348-MON. PIU is following up with Castalia Limited on their relevant conditions. Both parties have to analyze the reality and take the further required actions.

### 8.5. Legal Support to Project Implementation

The draft Housing Arrangement Agreements to be established between the titled households/non-titled households and the Project, have been developed and the project team is preparing to review and discuss the draft agreements in more details with relevant parties.

The EFDP legal team has been focusing on the planning of the Sector Policy Reform components of the project and establishing the list of the existing policies, regulations, and frameworks in relation to the green housing development and climate change adaptation and mitigation in the first part of the reporting period. The actual sector policy reforms will be developed as physical implementation of Phase 1 of the project proceeds.

SGFS legal team developed the draft agreement template with commercial banks and developers while analysing the current legal and regulatory conditions in terms of green finance development in Ulaanbaatar.

### 8.6. Risk Management

A draft Risk Management Register prepared by PIMS is presented in **Table 10**. This forms the basis of an overall Risk Assessment and Management Plan (RAMP). This will be fully operationalised to ensure close monitoring and management of the risks in all aspects of the project. PIMS will continue to update as the project proceeds.

**Table 10: Risk Management Register**

No.	Date Raised	Description	Reason/Cause	Effect	Likelihood	Impact if Occurs	Severity if Occurs	Manager of Risk	Mitigation Actions (reduce risk)	Contingency Actions (if risk happens)	Progress on Actions	Status
		<b>Internal</b>										
		<b>Project Structure/Team</b>										
	No issue to date.	Project goals/results (Impact, Outcomes, Outputs) not well defined.	Poor early assessment of needs and priorities. Lack of design expertise.	Unachievable goals, deliverables resulting in poor performance reporting.	Not likely.	Significant	Severe	ADB, GOM	Assess original project design during DFS phase of work.	Revise project design.	None required.	OK
	Dec. 2020, ADB mission Oct. 2021	Project DMF results' indicators not well defined.	Poor early assessment of capacities and project context. Project context not well understood at pre-feasibility level	Unachievable goals, deliverables resulting in poor performance reporting.	Possible.	Moderate	Low	ADB, EA	Early review of PAM and DMF during Inception and DFS phases. with revisions as needed to match changing realities.	Revise PAM and DMF through collaborative ADB-EA consultations.	Proposed changes made to PAM, DFS In ADB Oct. 2021 Mission MOU.	OK. Solutions agreed.
	Aug. 2021	Poorly designed or revised project structure.	Poor early assessment of capacities and project context. Project context not well understood at pre-feasibility level. Introduction of HIA as an additional intermediary agency with no clear role.	Challenge to implement in an efficient, effective manner. HIA introduces redundancy and confusion. Unclear EA-IA relationship.		Moderate	Moderate	ADB, EA	Review project structure and clarify roles, responsibilities. Monitor operations and report progress, issues Quarterly.	Revise structure or individual stakeholder TOR as needed.	On-going discussions to clarify and adjust roles & relationship of EA and IA. HIA discussions on-going between ADB and MUB.	Progressing
	Oct. 2020 On-going	Project structure not operationalised in timely manner. (Steering Committee, PIU)	Lack of high level decision making to operationalise components including Project Steering Committee (SC). Lack of institutional resources. Changed government or institutions.	Project implementation delays. Delays with high level decision making, budget approvals, DMF revisions.			Manageable	ADB, EA	Review project structure and clarify roles, responsibilities at Inception. Monitor and report progress, issues Quarterly. Ensure timely procurement, disbursement of resources as needed by structure entities including PMO.	ADB intervention required if structure not functioning or supporting budgets not being distributed. Replace, restructure non-functioning structure entities.	Quarterly reporting of concern about lack of SC. PIU restructured and re-mobilised following 1-year gap (2021). Lack of PMO operational budget being supplemented through PIMS, EFPD procurement.	Improving and actively on-going.
	Q3 2020	Poor communication causing lack of clarity and confusion.	Lack of, or failure to implement, communication protocols. Lack of stakeholder appreciation of importance.	Creates team member confusion, decreased efficiency, frustration, duplicated or mis-guided efforts. Delays project.			Manageable	EA	Establish and implement communication protocols. Monitor issues, implement corrections. Establish and maintain regular hierarchy of meetings.	Multi-party consultations to address issues and strengthen application of communication protocols.	Issue highlighted by PIMS since Q3 2020 with frequent efforts to remind, correct, guide. Hierarchy of review meetings to be re-inforced.	Improving
	No issue to date.	Inadequate stakeholder, counterpart resources (MUB, MOF, MCUD, UDA, etc.) to effectively participate and assume ownership.	Agencies do not assign adequate counterpart staff. Adequate technical or financial resources are not provided.	Project delays. Poor performance reported. Impact on agencies' morale.			Manageable	ADB, GOM, EA	Ensure roles and responsibilities are clearly understood and accepted. On-going review of agency structures, capacities and project-dedicated resources. Quarterly reporting of status.	GOM to restructure and/or correct capacity, performance gaps in accordance with ADB expectations and requirements.		OK

No.	Date Raised	Description	Reason/Cause	Effect	Likelihood	Impact if Occurs	Severity if Occurs	Manager of Risk	Mitigation Actions (reduce risk)	Contingency Actions (if risk happens)	Progress on Actions	Status
		Inadequate EA resources at PMO level.	Poor project design, management or disbursement of resources.	Restricted ability of PMO to perform as planned and needed.				EA	Ensure adequate resources are budgeted and provided as anticipated in PAM.	Restructure resource allocations and or disbursement procedures to ensure on-going effective operation.	Lack of adequate PMO operational and recruitment budgets being supplemented through PIMS, EFDP procurement.	Not resolved.
	Q3 2020	Lack of EA - IA coordination	Poorly defined roles, TOR. Unclear reporting, communication protocols.	Inability to proceed efficiently with project implementation.				EA	Clear roles and responsibilities during project design. Regular consultations to identify, clarify issues.	Restructure TOR and related resources - financial, technical and human as required.	On-going EA-IA-ADB discussions.	On-going.
	No issue to date.	Weak ADB-EA communication	Protocols not established and implemented. Inadequate human resources.	Inability to proceed efficiently with project implementation.				ADB, EA	Regular ADB, EA meetings. Ensure appropriate human resources.	Correct communications' protocols. Change personnel. Add capacity.	No action required to date.	OK
	On-going since Q3 2020	Inadequate PMO performance.	Lack of adequate leadership, coordination. Lack of PMO experience. Lack of supporting resources.	Lack of efficient, effective communication with higher stakeholders. Lack of effective guidance to PMO team. Inadequate PMO guidance, communication with consultants.				EA	Regular ADB, EA review meetings to ensure full understanding of PMO roles, responsibilities, reporting structure, and operational methodologies. Review provision of required technical and financial resources by MUB, GOM to PMO. Report status Quarterly.	Provide PMO training and capacity building. Change PMO's human resources as needed. Ensure operational funding flows to PMO as agreed and needed.	Regular monitoring by ADB, PIMS. PIMS support through training sessions, formal and informal meetings. Operational support funding being provided through EFDP and PIMS budgets.	On-going concern.
	On-going since Q3 2020	Consultant (PIMS, EFDP, SGFS) delays and poor performance.	Lack of consultant capacity. Political interference in original selection.	Project delays. Wasted resources.				EA, ADB	Comprehensive assessment of qualifications during procurement. On-going monitoring by PMO and ADB followed by consultant discussions. Early action to address emerging issues.	Request change of approach and methodology. Restructure consultant roles, responsibilities. Replace consultant entity.	Proposed actions to restructure SSJV-PIMS contracts to address SSJV weaknesses. Rejected.	On-going concern.
	Periodic since Q1 2021	PIMS team lacks capacity/ability to undertake TOR.	Lack of consultant team capacity and/or project TOR understanding. Inadequate management and/or team leadership.	Project delays. Wasted resources.				EA, PIMS	On-going internal monitoring by PIMS. On-going monitoring by EA and ADB. Request early action to address emerging issues.	Request change of approach and methodology. Request replacement of consultant team member(s).	Replacement of team members as a result of both internal and external assessments. Re-focus on PM activities only.	Continue monitoring, adjusting.
	On-going since Q3 2020	EFDP team lacks capacity/ability to undertake TOR.	Lack of consultant team capacity and/or project TOR understanding. Inadequate management and/or team leadership.	Project delays as EFDP has full responsibility for technical aspects of the project. Wasted resources.				EA, EFDP	On-going internal monitoring by EFDP. On-going monitoring by EA and ADB. Request early action to address emerging issues.	Request change of approach and methodology. Request replacement of consultant team member(s).	On-going PMO-ADB-SSJV discussions regarding lack of capacity and performance. Personnel replacement.	Unresolved.

No.	Date Raised	Description	Reason/Cause	Effect	Likelihood	Impact if Occurs	Severity if Occurs	Manager of Risk	Mitigation Actions (reduce risk)	Contingency Actions (if risk happens)	Progress on Actions	Status
	No issue to Q1 2022.	SGFS team lacks capacity/ability to undertake TOR.	Lack of consultant team capacity and/or project TOR understanding. Inadequate management and/or team leadership.	Project delays. Wasted resources.				EA, SGFS	On-going internal monitoring by SGFS. On-going monitoring by EA and ADB. Request early action to address emerging issues.	Request change of approach and methodology. Request replacement of consultant team member(s).	None required to date.	OK
	On-going since Q3 2020	Delay in decision making by responsible stakeholder agencies	Lack of agency capacity. Changed government, institutional structures. Political interference.	Delays project progress. Potential waste of project resources if work is reversed.				GOM, EA	Ensure project clarity from the beginning of approval requirements for all steps of the project. Maintain realistic Work Plans. Ensure full project engagement by key decision makers.	ADB intervention to reinforce loan agreement, PAM requirements.	Lack of Steering Committee noted in Quarterly Reports since Q3 2020.	Unresolved.
	No issue to date.	Project scope creep.	Components added by ADB, EA or other key stakeholder.	Over-extended budget and other project resources. Potentially missed DMF results.					Ensure full stakeholder understanding of agreed project results: Impact, Outcomes, Outputs and related commitment of inputs.	Reverse project creep, or revise deliverables and budget to accommodate.	None required to date.	OK
	On-going since Q3 2020	Political pressure to arbitrarily alter deliverables or schedules.	Political agendas not in-line with project agenda in spite of signed ADB-GOM loan agreement(s). Lack of understanding of ADB project processes.	Project delays. Potential withdraw of project funding.	Likely.			EA, ADB	Ensure clear understanding by stakeholders of ADB project procedural requirements. Regular ADB, PIMS monitoring, reporting and follow-up discussions.	ADB action to rectify misunderstandings and reinforce ADB procedures and the terms of the loan agreement(s).	ADB, PIMS actions throughout 2020, 2021 to oppose construction of non-compliant "transitional" housing and skip all required ADB safeguard and DFS steps.	"Transitional" housing resolved for now.
	On-going since about Q3 2020.	Interference in procurement processes.	Political attempt to alter or control procurement selections and divert resources.	Project delays. Potential withdraw of project funding. Potential corruption investigations.				EA, ADB	Ensure clear understanding by stakeholders of ADB project procedural requirements. Regular ADB, PIMS monitoring, reporting and follow-up discussions.	ADB action to rectify misunderstandings and reinforce ADB procedures and the terms of the loan agreement(s).	PIMS monitoring and advising PMO of ADB-required procedures.	On-going concern.
	Feb. 2022	Interference in implementation of ADB Safeguards	Political attempt to change safeguard requirements to reduce government costs and/or shorten implementation timelines.	Project delays. Potential withdraw of project funding.				EA, ADB	Ensure clear understanding by stakeholders of ADB project procedural requirements. Regular ADB, PIMS monitoring, reporting and follow-up discussions.	ADB action to rectify misunderstandings and reinforce ADB procedures and the terms of the loan agreement(s).	PIMS monitoring and advising PMO of ADB-required resettlement, LAV, VLSP compensation procedures.	On-going concern.
	2018-2019	Early start-up delays affect planned end dates	Additional time required for ADB-GOM project loan negotiations. Additional time required to establish EA and IA.	Original delivery targets delayed. Increased risk of cost escalations.				ADB, GOM	Expedite ADB-GOM loan negotiations to extent possible. Identify delay budget and deliverable implications.	Adjust budgets, timelines, PAM and DMF as required.	Revisions led by PIMS, addressed in Quarterly Reports and confirmed during ADB Oct. 2021 Mission.	OK

No.	Date Raised	Description	Reason/Cause	Effect	Likelihood	Impact if Occurs	Severity if Occurs	Manager of Risk	Mitigation Actions (reduce risk)	Contingency Actions (if risk happens)	Progress on Actions	Status
	None to date.	Legal actions delay or pause work.	Community or other stakeholder legal challenge to project. Service provider contractual disputes.	Original delivery targets delayed. Threat to project design. Increased risk of cost escalations.				ADB, GOM	Ensure widespread stakeholder engagement and full project disclosure within and beyond immediate project. Ensure project's DRM is effectively operational. Ensure procurement processes and contracts are correct and clear to all involved. Engage in adequate contract management as service delivery, works proceed to identify early issues.	Engage in dispute resolution process as required.	None to date.	
	Q3 2020	Project conflicts not resolved in a timely manner.	Involved parties not transparent and forthcoming with concerns. Mis-understanding of project goals and required implementation procedures. Personality conflicts.	Project delays. Non-constructive work environment. Potential loss of resources.					Establish and maintain clear, transparent and regular communications both formal and informal throughout. Identify and raise emerging conflicts immediately for early attention.	Varies by situation.	Most significant conflict to date has been performance concerns between SSJV and PMO.	Signs of progress, but on-going concern.
	None to date.	Delayed milestone approvals forcing work to continue at risk.	Political pressure to deliver without following full approval steps.	Project delays. Risk of wasted resources and need to re-do work. EA criticism.				EA	Establish early engagement with key decision makers ensuring full project understanding and approval needs. Ensure EA/PMO fully understand and communicate approval processes.	Restructure Work Plans. Re-allocate resources to re-do work. Mitigate related false expectations amongst stakeholders including residents.	On-going communications between EA/PMO, PIMS and EFD on milestone production and approval requirements.	OK to date, but potential issue.
	None to date.	Unplanned work that must be accommodated.	Poor initial project design. Needed response to added internal or external requirements	May impact budget requiring re-allocation of funds. May impact implementation schedule.				ADB, EA	Regular progress monitoring with early identification of additional work requirements.	Review budget and timeline implications. Redesign as needed.	None required to date.	OK to date.
	Q3 2020	Cost estimating and/or scheduling errors in original project design.	Lack of complete project understanding.	Require project adjustments: timelines and/or budget allocations.				ADB, EA	Ensure comprehensive project understanding by those preparing original cost estimates and schedules.	Review budget and timeline implications. Redesign as needed.	PAM implementation schedule revised by PIMS during Inception and regularly updated. Cost estimates being revised, but due to change over time, not original errors.	OK to date.



No.	Date Raised	Description	Reason/Cause	Effect	Likelihood	Impact if Occurs	Severity if Occurs	Manager of Risk	Mitigation Actions (reduce risk)	Contingency Actions (if risk happens)	Progress on Actions	Status
		<b>Project Context</b>										
	No issue to date.	Lack of political support.	Change of government and/or political priorities.	Project may not proceed as designed. Project funding is withdrawn.	Possible.	Significant	Potentially severe.	ADB	Maintain high-level communications with incumbent and in-coming new government. Develop "institutionalised" policies and agreements that survive changes in government.	Re-design project. Terminate project.	None required to date.	OK to date.
	No issue to date.	Lack of community, resident interest.	Lack of pre-feasibility testing. Poor communications with residents, communities. Inappropriate project design.	Project will not proceed as designed.	Possible.	Significant	Severe	EA	Ensure full and transparent community engagement with full disclosure of all available project information. Maintain open and on-going dialogue with strong SCS to enable incorporation of community inputs to project design.	Re-design project as required. Terminate project.	Strong community, resident engagement implemented to date.	OK to date.
	Q3 2020	Lack of investor interest.	Commercially unviable project due to poor project design or lack of private sector consultation.	Project will not proceed as designed.	Possible.	Significant	Severe	EA	Ensure full and transparent investor engagement with full disclosure of all available project information. Maintain open and on-going formal dialogue to enable incorporation of investor inputs to project design.	Re-design project as required. Terminate project.	Private sector engagement identified early as critical. Engagement strategy being implemented as of Q1 2022.	On-going.
	Q3 2020	Unplanned cost escalation.	Project implementation delays. Global economic shifts. Regional political changes.	Project may not proceed as designed.	Likely.			ADB, EA	Maintain flexibility in DMF in anticipation. Minimize project delays.	Re-design project as required including DMF results/indicators, technical outputs, budgets.	Preliminary cost estimates and project affordability under constant review with findings highlighted to ADB, EA.	On-going.
	No issue to date.	Technical resources not readily available.	Inadequate pre-feasibility assessment.	Project may not proceed as designed.	Possible.				Ensure realistically implementable project design beginning with pre-feasibility. Maintain willingness to adapt project to emerging technical issues.	Re-design project as required including DMF results/indicators, technical outputs, budgets.	None required to date.	OK to date.
	No issue to date.	Withdraw of funding by ADB, GCF, HTF.	GOM failure to continue project support. GOM failure to comply with loan covenants. ADB, GCF withdraw of support.	Project cancelled.	Not likely.	Significant	Severe		Establish and maintain strong dialogue with GOM and EA to ensure implementation issues do not arise that may threaten funding.	ADB-GOM negotiations.	None required to date.	OK to date.

No.	Date Raised	Description	Reason/Cause	Effect	Likelihood	Impact if Occurs	Severity if Occurs	Manager of Risk	Mitigation Actions (reduce risk)	Contingency Actions (if risk happens)	Progress on Actions	Status
		<b>External</b>										
	Project start-up.	Pandemic (COVID) impacts.	Global impact beyond project control.	Team personnel health issues. Limits on stakeholder consultation and need for alternative engagement strategies. International consultants unable to travel. Project delays.	Likely.			GOM	Ensure project flexibility to accommodate alternative approaches. Maintain regular and effective project stakeholder communications.	Adapt.	Alternative communication and engagement strategies implemented.	On-going.
	Project start-up.	Global economic changes.	Global impact beyond project control.	Impact on project costs.	Likely.			GOM	Ensure project flexibility to revise project design (DMF) - physical and financial - as required. Maintain regular and effective project stakeholder communications.	Adapt.	Revised project costing is underway and being regularly updated. DMF is under review for possible changes in deliverables.	On-going.
	Project start-up.	Global supply chain changes.	Global impact beyond project control.	Impact on project costs.	Likely.			GOM	Ensure project flexibility to revise project design (DMF) - physical and financial - as required. Maintain regular and effective project stakeholder communications.	Adapt.	Monitoring and revising cost estimates.	On-going.
	No issue to date.	Regional political interruptions.	Regional political disputes beyond project control.	May interrupt supply chains and access to project materials. Add to cost increases.	Not likely.			GOM	A responsibility of GOM and ADB to monitor.	Adapt.	None required to date.	OK to date.
	No issue to date.	Local weather, climate events.	Global impact beyond project control.	May require project design revisions.	Possible.			EA	On-going monitoring of events, conditions with project flexibility to adapt.	Adapt.	Increasing awareness of climate change impacts being incorporated into project design. Cost and schedule implications identified.	OK to date.

## 9. Project Expenditure, Loan Disbursements, Procurement

---

### 9.1. Statement of Budget vs Actual Expenditure to 31 Dec. 2021

**Table 11** presents the statement of budget versus actual Expenditures through to 31 December 2021.

**Table 11: Statement of Budget vs Actual Expenditure to 31 Dec. 2021**

STATEMENT OF BUDGETED vs ACTUAL EXPENDITURE AS OF 31 DEC 2021					USD
#	Category code	Type of expenses	Total amount allocated for	Total expenditure cumulative to 31 Dec 2021	Disbursement %
<b>MON-3695 (COL)</b>					
1	0301	Works (Green and Resilient Design and Supervision)	12,650,000		5.9%
2	2101	Consulting Service	4,290,000		0.0%
3	6901	Interest Charge	1,370,000	16,070	1.2%
4	6301	Unallocated	1,690,000		0.0%
5	9901	Advance account		750,834	
<b>TOTAL MON-3695 (COL) AMOUNT</b>			<b>20,000,000</b>	<b>766,904</b>	<b>3.8%</b>
<b>MON-8348 (GCF)</b>					
1	3101	Works (Photovoltaic solar panels)	15,580,000	-	0.0%
2	6601	Service charge and Commitment Charge	850,000	850,000	100.0%
3	8101	Contingencies	2,870,000	-	0.0%
4	?	Financial intermediary	75,700,000	-	0.0%
<b>TOTAL MON-8348 (GCF) AMOUNT</b>			<b>95,000,000</b>	<b>850,000</b>	<b>0.9%</b>
<b>MON-3694 (OCR)</b>					
1	0301	All Works (Except Green and Resilient Social Housing)	21,720,000	-	0.0%
2	0302	Works (Green and Resilient Social Housing)	21,800,000	-	0.0%
3	2701	Incremental PMO/PIU Administration	3,600,000	-	0.0%
4	6601	Interest and Commitment Charge	4,290,000	228,947	5.3%
5	9301	Unallocated	8,590,000	-	0.0%
6	9901	Advance account		467,486	
<b>TOTAL MON-3694 (OCR) AMOUNT</b>			<b>60,000,000</b>	<b>696,433</b>	<b>1.2%</b>
<b>MON-0594 Grant (GCF)</b>					
1	3201	All Works (Except Photovoltaic Solar Panels)	6,560,000	-	0.0%
2	3202	Works (Photovoltaic Solar Panels)	5,340,000	-	0.0%
3	3101	Consulting Service	5,290,000	543,493	10.3%
4	4901	Unallocated	2,510,000	-	0.0%
5	4801	Performance-based grants for eco-district climate change features +	30,300,000	-	0.0%
6	9901	Advance account		735,900	
<b>TOTAL MON-0594 Grant (GCF) AMOUNT</b>			<b>50,000,000</b>	<b>1,279,393</b>	<b>2.6%</b>
<b>MON-0595 Grant (HLTF)</b>					
1	3201	Works for SMART Monitoring	3,000,000	-	0.0%
<b>TOTAL MON-0595 Grant (HLTF) AMOUNT</b>			<b>3,000,000</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL ALLOCATION -ADB</b>			<b>228,000,000</b>	<b>3,592,731</b>	<b>1.6%</b>
<b>MUNICIPALITY OF ULAANBAATAR - MON-3695 (COL)</b>					
1		Works (Green and Resilient Design and Supervision)	1,974,277	-	0.0%
2		Consulting Service	429,472	-	0.0%
<b>TOTAL MON-3695 (COL) AMOUNT</b>			<b>2,403,749</b>	<b>-</b>	<b>0.0%</b>
<b>MUNICIPALITY OF ULAANBAATAR - MON-8348 (GCF)</b>					
1		Works (Photovoltaic solar panels)	4,623,346	-	0.0%
<b>TOTAL MON-8348 (GCF) AMOUNT</b>			<b>4,623,346</b>	<b>-</b>	<b>0.0%</b>
<b>MUNICIPALITY OF ULAANBAATAR -MON-3694 (OCR)</b>					
1		All works (Except Green and Resilient Social Housing)	9,308,571	-	0.0%
2		Works (Green and Resilient Social Housing)	7,227,963	-	0.0%
3		Incremental PMO/PIU Administration	360,396	4,146	1.2%
<b>TOTAL MON-3694 (OCR) AMOUNT</b>			<b>16,896,930</b>	<b>4,146</b>	<b>0.0%</b>
<b>MUNICIPALITY OF ULAANBAATAR - MON-0594 Grant (GCF)</b>					
1		All works (Except Photovoltaic Solar Panels)	656,722	-	0.0%
3		Consulting Service	529,582	54,409	10.3%
<b>TOTAL MON-0594 Grant (GCF) AMOUNT</b>			<b>1,186,304</b>	<b>54,409</b>	<b>4.6%</b>
<b>MUNICIPALITY OF ULAANBAATAR - 0595 Grant (HLTF)</b>					
1		Works for SMART Monitoring	300,330	-	0.0%
<b>TOTAL MON-0595 Grant (HLTF) AMOUNT</b>			<b>300,330</b>	<b>-</b>	<b>0.0%</b>
<b>MUNICIPALITY OF ULAANBAATAR</b>					
1		Operation and maintenance (Public sector)	1,840,000	-	0.0%
2		Contengencies	7,740,000	-	0.0%
<b>TOTAL</b>			<b>9,580,000</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL ALLOCATION-MUNICIPALITY OF ULAANBAATAR</b>			<b>34,990,659</b>	<b>58,555</b>	<b>0</b>

## 9.2. Projected Disbursements for 2022

The project's current projections for disbursements in 2022 totalling \$ 2.92 million (29,200 million MNT) are shown in **Table 12**:

**Table 12: Projected Disbursements 2022 (US\$ millions)**

	Q1	Q2	Q3	Q4	Total
<b>L3694</b>	0.48	0.05	0.31	-	<b>0.84</b>
<b>L3695</b>	-	0.63	0.19	0.19	<b>1.01</b>
<b>G0594</b>	0.24	0.24	0.24	0.36	<b>1.07</b>
<b>G0595</b>					-
<b>L8348</b>					-

## 9.3. Contract Awards and Procurement Plan - 2022

**Table 13** presents a summary projected contracts to be awarded during 2022 totalling US\$ 4,356,000.

**Table 13: Projected Contract Awards/Procurement Plan 2022**

Loan No.	Package No.	Contract Description	Contract Nature (Goods/Civil Works/Consultant)	Previous Cost Estimates as per PAM (USD)	Revised Cost Estimates (USD)	ADB Disbursement Percentage	Expected ADB Financing (USD)	Expected Date of Award (Q1/Q2/Q3/Q4)	Remarks
L3694	BYW.CW1	Construction of Bayankhoshuu Fast Track Social Housing Units	Civil Works	1,972,000	2,841,000	75.10%	2,133,591	Q3	Cost estimates increased by 46% in line with Covid and inflation
L3694	BYW.CW2	Urban Facilities, Secondary and Tertiary Roads, Network, and Parks in Bayankhoshuu	Civil Works	948,000	1,384,000	70.00%	968,800	Q3	Cost estimates increased by 46% in line with Covid and inflation
L3694	BYW.SHP1	Fencing for Bayankhoshuu	Civil Works	-	71,000	75.10%	53,321	Q2	New package added during ADB mission in Oct 2021
L3695	REXM	Resettlement External Monitoring	Consultant	200,000	20,000	86.50%	17,300	Q2	
L3695	ENVI>EXM	Environmental external monitoring	Consultant	-	40,000	86.50%	34,600	Q2	New package added during ADB mission in Oct 2021

During the next reporting period the following procurement management activities are planned:

1. PMO and PIMS identify a strong need to establish a comprehensive contract management process, including contract administration and contract closure along with clarification of the pre-contract award.
2. For the next reporting period, the procurement team plans to work toward update of the existing procurement plan and the procurement related risk assessment, especially in relation to the COVID pandemic situations and its impact on the performance and definition of management procurement and performance management strategy and the contract management plan, payment management etc.
3. Finally, the change management mechanism and claim and dispute management system and reporting arrangements will be set up.

## 9.4. Consultancy Cost Projection - 2022

**Table 14** presents a summary of consultancy expenditures to date and a projection for 2022.

**Table 14: Consultancy Cost Projections - 2022**

Package Number	Agreement No.	Financier	Financier %	Estimated value	Deposit \$			Invoice payments as of Dec 31 2021			SCHEDULE FOR 2022					CUMULATIVE PROJECTION AS AT DEC 31 2022
					Paid	Installment	Remained as at Dec 31 2021	Invoice amount	Transferred amount	Indirect tax exempted	Q1	Q2	Q3	Q4	TOTAL FOR 2022	
<b>1. Project Implementation and Management Support</b>																
PIMS	3695-MON (COL)	ADB	100%	3,840,237	-						718,505	576,036	192,012	192,012	1,678,564	1,678,564
		MUB	10%	384,024	-						71,850	57,604	19,201	19,201	167,856	167,856
					Completion %						19%	15%	5%	5%	44%	44%
<b>2. Detailed Design and Supervision Support and Eco District Feasibility Development and Policy Reform Support</b>																
EFDP	3695-MON (COL)	ADB	86.5%	1,730,000							-				-	-
		MUB	13.5%	270,000							-				-	-
	0594-MON(EF)	ADB	90.9%	3,451,473	313,187	139,200	173,987	369,506	230,306		172,574	172,574	172,574	172,574	690,295	920,601
		MUB	9.1%	345,527	31,353	13,935	17,418	36,991		23,056	17,276	17,276	17,276	17,276	69,105	92,161
					Completion %						7%					
<b>3. Sustainable Green Finance Support</b>																
SGF	0594-MON(EF)	ADB	90.9%	1,983,676				115,277	102,123		214,900	279,940	121,974	155,612	772,427	874,550
		MUB	9.1%	198,586				11,528			22,564	28,025	12,211	15,578	78,378	78,378
					Completion %						6%					
<b>4. Resettlement external monitoring</b>																
REXM	3695-MON (COL)	ADB	90.9%	181,800							9,090	9,090	9,090	9,090	36,360	36,360
		MUB	9.1%	18,200							910	910	910	910	3,640	3,640
					Completion %						5%	5%	5%	5%	20%	20%
<b>5. Environmental external monitoring</b>																
ENVI.EXM	3695-MON (COL)	ADB	90.9%	181,800							9,090	9,090	9,090	9,090	36,360	36,360
		MUB	9.1%	18,200							910	910	910	910	3,640	3,640
					Completion %						5%	5%	5%	5%	20%	20%
<b>TOTAL ESTIMATED BUDGET</b>		ADB		12,585,323	313,187	139,200	173,987	484,783	332,429	-	1,124,159	1,046,729	504,740	538,378	3,214,005	3,546,434
		MUB		8,763,286	31,353	13,935	17,418	48,519	-	23,056	113,511	104,725	50,508	53,876	322,620	345,676

## 10. Compliance with Loan Covenants

---

There are 10 specific conditions in the Loan Agreement MON-3694 (OCR) which should be met before any loan or grant advances can be made by ADB. However, by special concession, ADB has approved the exemption of consulting services from the stipulation in Grant Agreement MON-0594 (GCF) that “no withdrawals shall be made from the Grant Account unless the conditions specified in paragraph 6 of Schedule 3 of the Ordinary Operations [Concessional] Loan Agreement have been met.”

Similar concessions have been made in respect of PMO and PIU administrative expenses. These adjustments to the original contract terms explain why the only project disbursements made to date relate to consulting services and incremental administration costs. While acknowledging that the original conditions precedent in the loan and grant agreements should be met in respect of all other cost categories, PMO is currently investigating with ADB whether any of them can be modified to suit the prevailing circumstances and allow other parts of the project to be funded without further delay. As of December 2021, no relaxation of the stated conditions has been confirmed.

## 11. Key Implementation Issues and Solutions

---

A number of early project implementation issues have emerged that require attention during Q1 2022 to avoid significant project delays.

1. **EFDP (SSJV) Management:** the proposed consultant restructuring between SSJV and AARC to solve the SSJV management issues was not approved by MUB/PMO. Consequently, the management issues are anticipated to continue into 2022 with additional project delays. The project management team is now tasked to find alternative solutions to ensure EFDP is adequately resourced, provided with efficient high-level management, and past problems of team payment are not repeated.
2. **Planning and Design Approvals:** planning and design of the first BKH Fast Track Social Housing including infrastructure and public space development is well underway and will be ready for formal approval steps by GOM, MUB and ADB. Approval times can be lengthy and disrupt Work Plan objectives. PMO will work closely with the approval authorities to expedite wherever possible. Connected to this is the need for all required preparation and approval steps to be taken by the AHURP team to avoid unnecessary delays or the need to re-do work as a result of trying to rush the process.
3. **COVID Constraints:** the inability of international experts to travel freely and national experts to interact efficiently with stakeholders, Eco-District communities, and residents in particular, continued to impact progress throughout 2021. This is completely beyond the control of all involved and it can only be hoped that the global situation improves during 2022.
4. **Project Steering Committee:** Despite one meeting with limited agenda items, the Project's Steering Committee (PSC) has not yet convened to discuss the key items in regards with the implementation of the project. The PSC's high-level guidance and a number of key approvals are required. The PSC meeting is scheduled for Q1-2022. Composition and qualifications of the PSC are not known at time of writing.

## 12. Tasks Planned for the Next Reporting Period

---

### 12.1. Operationalise PPMS

The PIMS team continues to be behind schedule in fully preparing and operationalising the expected components the Project Progress Management System (PPMS). Procurement of financial management software will be completed as noted below (scheduled for Q1 2022) and operationalised as soon as possible after that. Related IT training and capacity building will commence at that point.

### 12.2. Major Implementation Tasks

Table 155 illustrates the major planned tasks and related timelines for 2022 relating directly to the project's DMF.



**Table 15: Major Tasks - 2022**

Project Results Chain Outcome and Outputs	Tasks (2022)	Output per Task	Tasks 2022													
			Q1			Q2			Q3			Q4				
			1	2	3	4	5	6	7	8	9	10	11	12		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
<b>Outcome</b>																
Access to low-carbon and climate resilient eco-districts and green affordable housing																
<b>Output 1</b>																
Resilient urban infrastructure, public facilities and social housing units in ger areas constructed (public sector component)	1. Complete Preliminary Design for 54 BKH Fast Track Social Housing units with all approvals. 2. Complete DED for 54 BKH Fast Track Social Housing units. 3. Complete procurement for construction of 54 BKH Fast Track Social Housing units. 4. Start construction and construction supervision of 54 BKH Fast Track social housing units. 5. Complete Conceptual and Preliminary Design for balance of Phase 1 Social Housing units.	1. BKH Fast Track Social Housing Preliminary Design (Sketchbook). 2. BKH Fast Track Social Housing DED. 3. BKH Fast Track Social Housing Tender documents and contracts. 4. Construction progress report(s). 5. Conceptual and Preliminary Design (Sketchbook).														
	1. Complete Preliminary Design for BKH Fast Track infrastructure. 2. Complete DED for BKH Fast Track infrastructure. 3. Complete procurement for construction of BKH Fast Track infrastructure. 4. Start construction and construction supervision of BKH Fast Track infrastructure. 5. Complete Conceptual and Preliminary Design for balance of Phase 1 infrastructure.	1. BKH Fast Track Infrastructure Preliminary Design (Sketchbook). 2. BKH Fast Track Infrastructure DED. 3. BKH Fast Track Infrastructure Tender documents and contracts. 4. Construction progress report(s). 5. Conceptual and Preliminary Design (Sketchbook).														
	1. Complete Preliminary Design for BKH Fast Track public spaces and social facilities. 2. Complete DED for BKH Fast Track public spaces and social facilities. 3. Complete procurement for construction of BKH Fast Track public spaces and social facilities. 4. Start construction and construction supervision of BKH Fast Track publicspaces and social facilities. 5. Complete Conceptual and Preliminary Design for balance of Phase 1 public spaces and social facilities.	1. BKH Fast Track Public Spaces and Social Facilities Preliminary Design (Sketchbook). 2. BKH Fast Track Public Spaces and Social Facilities DED. 3. BKH Fast Track Public Spaces and Social Facilities Tender documents and contracts. 4. Construction progress report(s). 5. Conceptual and Preliminary Design (Sketchbook).														
	1. Complete Preliminary Design for BKH Fast Track solar PV. 2. Complete solar PV legal, regulatory and operational agreements as needed. 3. Complete procurement of solar PV provider for DED, supply, installation, O&M.construction of BKH Fast Track infrastructure.	PPA (Power Purchase Agreement) with the utility (UBEDN).														
	1. Complete BKH Fast Track Social Housing Energy prelim. design audit. 2. Integrate energy-efficiency elements into BKH Fast Track Social Housing Preliminary (Sketchbook) and DED.	See 1a. above.														
	1. Incorporate Preliminary Design (Sketchbook), DED, tendering tasks into BKH Fast Track Social Housing. See 1a. above.	See 1a. above.														
	1. Incorporate Preliminary Design (Sketchbook), DED, tendering tasks into BKH Fast Track Social Housing. See 1a. above.	See 1a. above.														
	1. Incorporate requirements in BKH Fast Track tendering/contracts. See 1a, 1b and 1c above. 2. Include in SGAP monitoring.	1. BKH Fast Track tender documents and contracts. See 1a, 1b, 1c above. 2. SGAP monitoring reports.														
	<b>Output 2</b>															
	Long-term financing to developers for low-carbon affordable housing, market-rate housing, and economic facilities in ger areas and to households for greenmortgages increased (financial intermediation loan component).	1. Developers and commercial banks engaged in the project. 2. EDAF fully operational. 3. AHURP guidelines provided by EFDP. 4. Pre-qualify commercial bank(s) 5. Pre-qualify, select developer(s) 6. Developer(s) prepares required documentation to secure first subloans. This may include: Preliminary Design (Sketchbook) for first Affordable and/or Market Housing with all approvals.	1. All required EDAF and related documentation, licenses, approvals. 2. All required developer-prepared loan qualification documentation. 3. Loan documents.													
1. Conceptual planning & design for first Affordable and possibly Market Housing prepared by private developer(s).		1. Conceptual planning & design documents.														
1. Conceptual planning & design for first commercial facilities prepared by private developer(s).		1. Conceptual planning & design documents.														
1. Conceptual planning & design for first Affordable and possibly Market Housing greenhouses prepared by private developer(s).		1. Conceptual planning & design documents.														
1. Energy efficiency requirements provided to private developers. 2. Energy efficiency incorporated into conceptual Affordable and Market Housing planning and design.		1. Conceptual planning & design documents.														
1. Green mortgage product designed. 2. Required regulatory approvals sought.		1. Green mortgage documents.														
None expected.		None														
1. EFDP to prepare and incorporate requirements into private developer AHURP guidelines.		1. Private sector development AHURP planning and design guidelines.														
<b>Output 3</b>																
Sector policy reforms implemented and capacity strengthened.		1. Established for AHURP within PPMS. 2. Recommended as government SPR. 3. Await government adoption.	1. PPMS reports. 2. SPR recommendations to government.													
	1. Identify specific government SPR recommendations.	1. Draft SPR recommendation notes.														
	1. Identify specific government SPR recommendations.	1. Draft SPR recommendation notes.														
	1. Identify specific government SPR recommendations.	1. Draft SPR recommendation notes.														
	1. Identify specific government SPR recommendations.	1. Draft SPR recommendation notes.														
	1. Complete EDAF design. 2. Gain EDAF approval from all required regulatory authorities.	1. EDAF product documentation.														

### 12.3. Financial and Procurement Management

During 2022, the following financial management activities are planned. **Table 16.**

**Table 16: Planned Financial Management Activities - 2022**

Plan ref	Task	Expected interventions
1.1.13	Monitor physical and financial progress of the project and promptly report significant deviations from the budget	<ul style="list-style-type: none"> <li>Monitoring and recording transactions as they happen will continue over the next reporting period</li> <li>Control or reporting issues will be identified, analysed and recommendations for their resolution put forward</li> </ul>
2.1.1	Develop financial management plans, budgeting, financial statements and reports etc.	<ul style="list-style-type: none"> <li>Annual financial statements for the project from inception to the end of 2021 will be prepared and audited in Q1 2022</li> </ul>
2.1.2	Develop and implement on-the-job training programs on ADB's disbursement policies	<ul style="list-style-type: none"> <li>Training of PMO and PIU in financial management systems and the preparation of financial statements and ADB reports will be delivered during Q1 2021</li> </ul>
2.1.4	Prepare and finalize Financial Management Manual	<ul style="list-style-type: none"> <li>Draft of the Financial Management Manual will be finalized during Q1 2022.</li> </ul>
2.1.5	Preparing project budgets and financial targets	<ul style="list-style-type: none"> <li>These are currently defined by the PAM but new disbursement forecasts will be changed in regarding to the design work of the project.</li> <li>The project budget will be kept under review and PIMS projections can form the basis of any required reforecast(s) for the next 6-month period</li> </ul>
2.1.6	Provide systematic on-going financial business process support to the PMO and define training needs	<ul style="list-style-type: none"> <li>Analysis of PMO training needs is carried out in situ and on an ongoing basis. This tendency will continue into the next reporting period: where there is a need for intervention, PIMS specialists scheduled trainings in Q1-Q3, 2022</li> </ul>
2.1.7	Procure accounting software to ensure effective and efficient accounting, monitoring and reporting of all financial transactions	<ul style="list-style-type: none"> <li>All data transfer into the software will be made within Q2, 2022 with reconciliation controls to ensure that all data is transferred, required financial reports can be produced and are complete and accurate.</li> </ul>
2.1.8	Provide support for the configuration of an electronic accounting system for the project	The semi-annual financial statement of 2022 will be prepared using the accounting software.

## 12.4. Communications and Community Engagement

The tasks planned for 2022 for Community Engagement and Stakeholder Communication and for Social Inclusion and for Gender and Social Inclusion include:

### **Community Engagement and Stakeholder Communication**

- Undertake information campaigns and confirm willingness to participate in new areas
- Increase stakeholder engagement with residents, khoroos, municipality including updating social media platforms
- Undertake other stakeholder communication events in collaboration with PIU/EDAF such as private sector engagement
- Gather information on AHURP progress/plans from other specialists and update website
- Establish AHURP information centre at the Incubator Centre and information offices
- Disseminate information about training opportunities from GADIP and other programs
- Develop new publications, presentations and video to promote the program such as Printing materials, Social media posts and infographics, photos, videos, etc.
- Organize Community consultation meetings on proposed and final designs

### **Gender and Social Inclusion**

*SGAP Output 1: Resilient urban infrastructure, public facilities, and social housing units constructed & Output 2 Low carbon affordable housing constructed (FIL Component)*

- Ensure universal and gender-sensitive features in the design of public facilities and social housing units
- Interact with women and vulnerable groups and ensure their inclusion in design consultations; document their feedback and ensure information is channelled to technical team
- Assess needs, inputs to consultations and provide inputs to technical design team on gender-responsive design features for final designs
- Provide inputs to estimate types, sizes, and uses to be allocated to commerce, social amenities, schools etc. and provide inputs to urban planning technical team for final designs.
- Train for and conduct participatory monitoring of construction works
- Integrate gender perspective in IEC activities promoting eco-friendly technology (include HIV/AIDS)
- Undertake skills assessments, identify training programs and design local construction employment programs under AHURP that target women
- Conduct gender-sensitive outreach and awareness campaigns to promote women's housing ownership rights

*Output 3 – Sector policy reform and enhance institutional capacity*

- Enhance capacity of staff in gender/SGAP monitoring
- Establishment of community-based solid waste management program for each eco-district
- Undertake assessments and design programs for livelihood improvement through vegetable selling supported by urban farming cooperatives
- Communities are trained for job opportunities raised from eco-district economic activities and MSME training for business development in the eco- districts
- Engage and monitor firm for SES in new areas

## 12.5. Phase 1 Eco-District Detailed Feasibility Study

Completion of the Phase 1 Detailed Feasibility Studies (DFS-1) continued to be delayed through 2021 for a number of management reasons discussed elsewhere. In addition, the decision was made to focus first on a BKH Fast Track Social Housing component that further diverted EFDP resources. EFDP will give priority to completing this document by Q3 2022 with PIMS support assuming all required PIU and private sector developer inputs are received in a timely manner. As part of DFS-1 a first piece supporting the BKH Fast Track Social Housing will be prepared to facilitate GOM and ADB approvals.

## 12.6. BKH Fast Track Social Housing

EFDP will concentrate on preparing this package through all planning, design, tendering, contracting and approval stages required to attempt to commence construction in 2022. Detailed steps are presented in **Annex 8**.

## 12.7. Training and Capacity Building

Stakeholder Needs Assessment is on-going and will continue through 2022. COVID restrictions continue to limit access to stakeholders beyond PMO. PMO identified the priority needs for its staff and the project management training, including procurement processes, is the most pressing one at this stage. The needs of external stakeholders continue to be identified and capacity building activities will continue throughout 2022 with activities planned as shown in **Table 17**.

**Table 17: Training and Capacity Building Activities Planned - 2022**

№	Capacity need areas (tbc)	Details	Owner	Type (tbc)	Target	2022			
						Q1	Q2	Q3	Q4
<b>Institutional</b>									
1	Training on EDGE	Will be based on actual need	EFDP		Construction contractor / short listed developers				
2	Engineering project management	to be sources from MOOC?	PIMS		PMO				
3	Green building and eco district	Training to be organized twice as part of AHURP the sector policy and capacity development.	EFDP		Public and private stakeholders				
4	Green building and Eco-district standards: Awareness raising & International best practice sharing	A seminar to be organized as part of the AHURP sector policy and capacity development	EFDP		Public and private stakeholders				
5	Project management and PPMS training	Integrating and adopting service for PPMS and risk management to project implementation team	PIMS/EFDP	On the job training	PMO/MUB				
6	Project stakeholder engagement and communication training in a multistakeholder/complex environment	Understanding and managing the diverse stakeholders effectively in the development project context	PIMS	On the job training	PMO/MUB				
7	Accounting policy; Financial statement preparation policy for GoM and ADB		PIMS	On the job training	PMO&PIU-Finance specialists		5 days training	Bulgan. T	Bulgan. T
8	Budget and forecast module of the project-Financial management training		PIMS	On the job training	PMO-Finance & Procurement specialist		2 days training	Bulgan. T	
9	Double taxation treaty-Basic principles		PIMS	Meeting	PMO&PIU-Finance specialists and other relevant specialists			Bulgan. T /2-3 days /	
<b>Monitoring &amp; Evaluation</b>									
<b>Engineering</b>									
1	Environmental issues		PIMS, EFDP	On the job training	PMO environmental specialist	Odgerel. D	Odgerel. D	Odgerel. D	Odgerel. D
2	Renewable energy, energy efficiency and climate change features		EFDP						
<b>Environment and Climate change</b>									
1	Environmental Safeguard requirements workshop	Workshop for selected Construction Contractor companies (include construction waste management etc., )	PIMS, EFDP	Workshop	Construction Company	Odgerel. D			
2	Health&Safety training with Certificate	Construction safety training outsourcing by the Qualified professional organization (the most urgent need for PMO)	PIMS	Certificate course	PMO	Contractor			
3	Safety: Hazardous material and waste training	Recognition of hazardous materials at field to provide own safety (Maybe combine it in the safety training topic if possible)	PIMS	Field workshop	PMO	Contractor			
4	Climate finance and MRV	What is MRV? AHURP MRV related activities, how to set-up a project's MRV system, Mongolia's current MRV status.	PIMS/ EFDP	Online & workshop	PMO	Matteo Mode'			Matteo Mode'
5	ADB Safeguard Policy Statement update	Update status on SPS ADB	PIMS	Workshop	PMO			Odgerel. D	
6	National standard on environmental requirements and Laboratory test results	Review on Technical requirements of the environment (soil, water, air) and Analyse on lab test results	PIMS	Workshop & on the job training	PMO	Odgerel. D			
7	Field monitoring	Documentation and field level reporting, monitoring tools use	PIMS	Workshop & on the job training	PMO		Odgerel. D		
<b>Social, Gender and Community Engagement</b>									
1	GRM training	GRM process should be explained well and agreed	PIMS	Workshop & on the job training	PMO, PIMS, EFDP	Bilguun. G			
2	Gender training	Gender equity, diversity and inclusion	PIMS	Training/workshop	PMO, PIU Optional: PIMS, MUB (when necessary)	Munguntuya. O	Munguntuya. O	Munguntuya. O	Munguntuya. O
<b>Resettlement</b>									
1	Safeguard policy training	ADB safeguard policy	PIMS	Workshop	Apartment Policy Agency	Suu T.H, Bolormaa.G			
2	VLSP and LARP		PIMS	Workshop	NOSK	Suu T.H, Bolormaa.G			
3	GRM training	GRM process should be explained well and agreed	PIMS	Workshop & on the job training	PMO, PIMS, EFDP	Bolormaa.G			
4	ADB reports	Requirements and submission periods of ADB	PIMS	Workshop	LMA	Suu T.H, Bolormaa.G			
<b>Procurement</b>									
1									
2									
3									
<b>Information Technology and Communication</b>									
1	Data collection from residents and reporting	Training on how to collect data from residents and generate reports	PIMS/EFDP	On the job training	PMO, PIMS, EFDP and others if necessary		Tsolmonbayar.B	Tsolmonbayar.B	
2	Website management	Training on how to add and edit a post and how to update pages for different levels of users. Training for a website administrator.	PIMS	On the job training	PMO, PIMS		Tsolmonbayar.B	Tsolmonbayar.B	
<b>Legal</b>									
1	Contract agreements with land owners and non-land owners	Issues to be considered when concluding a agreements, the provisions of the contract and its legal consequences	PIMS	Workshop	PMO PIU PIMS	Tsetsenbileg. B			
2	GRM training	GRM implementation legal issues	PIMS	Workshop & on the job training	PMO, PIMS, EFDP	Tsetsenbileg. B			
<b>Real estate</b>									
1	UB Housing cost and market, Cost analyze of LAV		PIMS	Workshop	PMO, PIMS, EFDP	Enkhbold. B			
2	LAV output related discussion		PIMS	Workshop	PMO, PIMS, EFDP	Enkhbold. B			
<b>Others</b>									

## 13. Actions Required by Each Party

---

### 13.1. Project Steering Committee

A meeting of the Project Steering Committee (PSC) is required as soon as possible in 2022. The structure of the PSC needs to be finalized as quickly as possible and the PSC needs to convene at least twice per year as stipulated in the PAM.

### 13.2. Executing Agency/PMO

1. Review, comment on, share with ADB and approve all project documentation prepared and submitted by the consultants, mainly PIMS in order that they can be field-applied. Stakeholder/community consultation processes are of priority interest.
2. Establish a quarterly project team meeting (ADB, PMO, PIU, PIMS, EFDP, SGF) arrangement to ensure enhanced coordination and information sharing among the project stakeholders
3. Confirm the status and next actions related to EFDP's incomplete Inception Report.
4. Work closely with EFDP, with PIMS guidance, to ensure a coordinated start to EFDP's Detailed Feasibility Study work.
5. Continue efforts to clarify the project's VAT status and resolve related consultant payment issues.
6. Encourage regular and timely Project Steering Committee meetings.

### 13.3. Implementing Agency/PIU

The DBM-AMC has been restructured and PIU has been fully staffed. However, clarity of the approval of the PIU structure is needed to enable access to the administration resources managed by MUB.

### 13.4. PIMS

1. Complete preparation and operationalisation of the PPMS.
2. Finalise procurement and operationalisation of Financial Management software currently with PMO for approval.
3. Continue providing management guidance to PMO as they deal with EFDP management and capacity issues and navigate their way through the numerous ADB project process requirements.
4. Provide on-going guidance to EFDP as preparation of the BKH Fast Track Social Housing package proceeds through various stages of planning, design and approval leading towards a planned late 2022 construction start.
5. Provide on-going guidance to EFDP as preparation of the Phase 1 Detailed Feasibility Study in a comprehensive and orderly manner. This will include collaborating with EFDP to resolve team resource constraints.
6. Complete DDR related to the proposed NOSK sites to help determine whether or not these are potential AHURP sites, and if so, what actions are required to meet all ADB safeguard requirements. Technical physical feasibility aspects of this assessment will form part of EFSP's DFS.
7. **Community engagement:** carry out the tasks listed under PIMS in the Community Engagement and Stakeholder Communication work plan in particular to develop project promotion and safeguard materials for dissemination to the community, MUB and other stakeholders and animate various platforms (website, social media, workshops, consultations) to share project information and engage feedback from stakeholders on project design.

8. **Gender and social:** carry out the tasks listed under PIMS in the Gender and Social Work plan in particular assessments, maintaining socio-economic information and outreach activities for women and vulnerable groups, planning, capacity building and monitoring of the AHURP SGAP
9. Continue Training and Capacity Building program.

### 13.5. SGFS

Castalia' SGFS Work Plan for 2022 is presented below in **Table 18**. Note that this is a repeat of the work plan for 2021 as the absence of a national counterpart for the year prevented progress. All planned activities are shifted to 2022.

**Table 18: SGFS Work Plan - 2022**

Deliverable <sup>1</sup>	Deliverable Name	Indicative Activity Description (will be defined further as the project progresses to consider needs and limitations)
<i>Phase I-A: EDAF Establishment and Management / Part Two: EDAF Management</i>		
D10:	Prepare a list of commercial banks eligible to partner with qualified real estate developers	- Assess commercial banks against the eligibility criteria (D12) - Identify a list of qualified commercial banks
D11:	Prepare Real estate developer selection and eligibility criteria	- Establish eligibility and selection criteria for real estate developers, which may include financial requirements, collateral requirements, due diligence requirements, climate resilient housing requirements, and bankability requirements
D13:	Undertake financial evaluation and the final selection of the real estate developers' proposals	- Work with PMO to select developers
D14:	Undertake selection of developer proposals	
<i>Phase 1-B: Project Implementation Support / Part One: Institutional and operational support</i>		
D22:	Establish and Implement QA and QC systems	- Assist the PMO and PIU in establishing and implementing a quality assurance (QA) and quality control (QC) system (PIU focusing on EDAF's system which may be integrated into PMO's overall system)
<i>Phase 1-B: Project Implementation Support / Part Two: Financial and Procurement Management</i>		
D24:	Develop EDAF financial management and accounting system	- Review the fund's accounting and auditing needs and reporting requirements and the appropriate mechanisms for responding to these requirements - Develop and continually update the EDAF's Financial Management and Accounting system in accordance with the Financial Management and Accounting Action Plan
D25:	Develop EDAF policies and financing system	- Develop the necessary documents, procedures, guidelines, and templates

<sup>1</sup> The deliverables in this table are not being produced in the strict order of their numerical value.



D26:	Develop Bidding documents	- Prepare template bid documents
D27:	Develop Risk management plan and system	- Develop and implement a risk management system - Incorporate the appropriate monitoring tools for procurement performance into the EMIS and PPMS - Submit relevant reports
D28:	Develop Project procurement plan	- Implement and regularly update the project procurement plan and system - Develop plan for procurement of goods, works, equipment and its installation, and other procurement activities - Submit relevant reports
<i>Phase 2: Sector Capacity Development and Policy Reforms for Sustainable Green Finance</i>		
<i>Part 1: Policy and Sector Reforms Related to Green Finance</i>		
D38:	Develop a roadmap including a 10-year strategic implementation plan	- Assess current policies and legal environment - Consult with stakeholders - Develop a 10-year policy recommendations strategic roadmap and sector capacity development plan
D39:	Develop an implementation plan for policy reforms	- Develop implementation plan to develop policy and sector reforms related to green finance to attract foreign direct investment (FDI) from multilateral, bilateral and private individual investors to grow the investment fund market
D40:	Undertake policy sector evaluation	- Conduct evaluation, analysis and studies on international best practices and lessons learned on green and sustainable finance
D42:	Develop financial mechanism, products, and services for green affordable housing for targeted groups	- Develop green financial mechanism, including possible products and services - mortgages, equity loans, securitization, etc - Develop green MBS from the affordable housing unit mortgage portfolio and provide relevant reports
D43:	Develop legal and policy framework documents and other relevant guidelines	- Develop proposal to improve the legal environment for investments
D44:	Provide progress guidelines of recommendation and relevant document	- Underwrite and issue green mortgage-backed security (MBS) in cooperation with DBM and qualified commercial banks and provide relevant reports
D45:	Sex-disaggregated project performance and management system	- Develop sex-disaggregated project performance and management system and provide relevant reports
D46:	Develop charters, policies, guidelines, and procedures for the future investment funds	- Study and introduce international best practices and lessons learned on green and sustainable finance - Develop the necessary documents to set up and institutionalize future investment funds in Mongolia
<i>Part 2: Development of a Sustainable Green Investment Brand for Mongolia</i>		
D47:	Develop investor outreach strategy	- Develop investor outreach strategy - Hold stakeholder discussions and collaborations
D48:	Develop sustainable green investment label for Mongolia	- Develop strategy for sustainable green investment label - Conduct discussions with relevant parties and develop relevant reports
D49:	Support development of functional environment, social, and governance (ESG) system	- Develop ESG evaluation, management, monitoring and reporting system tailored to Mongolia, targeted towards organizations, projects, initiatives and investment funds that are striving towards attracting sustainable green finance

D50:	Develop planning concepts for commercial banks, local communities, and developers	- Develop integrated and participatory planning concepts to the qualified commercial banks, local communities and developers and support the parties to establish clear communication channels
D51:	Fundraising, marketing and communications strategy, standards and guidelines	- Support the PIU in the development of fundraising, marketing and communications strategy, standards, and guidelines, which will set the foundation for fund raising mechanism for the project and other subsequent green projects
D52:	Develop a website	- Assist PIU in developing website for public information purposes and contracting third party service providers
D53:	Hold communication programs and information campaigns	- Hold consultations, organization of communication programs, and information campaigns marketing the Sustainable Green Investment Brand for Mongolia
<i>Part 3: Development of a Sustainable Green Project Qualification and Selection System</i>		
D54:	Develop documents and systems for projects' selection, establishment and management	- Develop standards, guidelines, and regulations for green project qualification and selection system for the use of future green projects that adhere to international and national standards - Development of systems for establishment and management of projects
D55:	Develop environmental, social and governance valuation, management, monitoring and reporting systems	- Develop an ESG valuation, management, monitoring systems, and reporting system in cooperation with PMO consultants and relevant stakeholders

Source: SGFS

## 13.6. EFDP

1. Resolve outstanding team management and resource issues including procurement of several missing national and international experts.
2. Complete all stages of planning, design and procurement to begin construction of the BKH Fast Track Social Housing component as rapidly as possible. Construction start planned for Q3 of 2022 assuming no further unanticipated delays.
3. Actively engage with private sector developers throughout 2022 to obtain their planning and design inputs to Eco-District planning and requirements for their investment in Affordable and Market Housing.
4. Complete Phase 1 Detailed Feasibility Study with guidance from PMO and PIMS including all confirmed Phase 1 sites. This includes Conceptual and Preliminary Design for Social, Affordable and Market Housing. The latter two rely upon PIU fully engaging private sector developers and commercial banks to obtain their required DFS inputs.
5. Initiate identification of future phase potential Eco-District locations.
6. **Community engagement:** continue the tasks listed under EFDP in the Community Engagement and Stakeholder Communication work plan as development of Bayankhoshuu continues, Sharkhad begins and other Eco-District sites are potentially identified.
7. **Gender and social:** continue the tasks listed under EFDP in the Gender and Social Work Plan as development of Bayankhoshuu continues, Sharkhad begins and other Eco-District sites are potentially identified.

### 13.7. ADB

1. Continue active participation and technical guidance to all AHURP full-team meetings with particular reference to ADB expectations, protocols, technical requirements, etc.
2. Provide timely comments on all project documentation as/when delivered by PMO.
3. Assist as possible with resolution of EFDP's management/performance issues.
4. Assist as possible with resolution of GOM issues including convening of first Steering Committee meeting, project VAT issues, etc.

### 13.8. Other Stakeholders

1. Ministry of Finance (MOF): clarify project's VAT status in-line with ADB-GOM agreements.
2. Ministry of Construction and Urban Development (MCUD): prepare to participate in AHURP Phase 1 Detailed Feasibility Study. site planning reviews and approvals.

## 14. Conclusion

---

AHURP made good progress during the second half of 2021 as some EFDP team restructuring was completed including the engagement of a replacement International Team Leader and Urban Planner, International Architect, and the additional recruitment of an International Municipal Engineer. This resulted in substantial progress with Bayankhoshuu urban planning, infrastructure assessment and Social Housing design. PMO/ADB agreed to undertake as a first priority, a BKH Fast Track Social Housing component of Phase 1 to meet political pressure for some on-the-ground results and provide the public with a demonstration of what AHURP intends to do. Momentum was established, but encountered roadblocks related to a stop work decision by the national EFDP team for non-payment of fees and dissatisfaction with the lack of high-level management support. Efforts continued throughout Q3 and Q4 to address these issues, and remained on-going at time of writing.

A construction start in Bayankhoshuu during 2022 is the target.

## Annexes

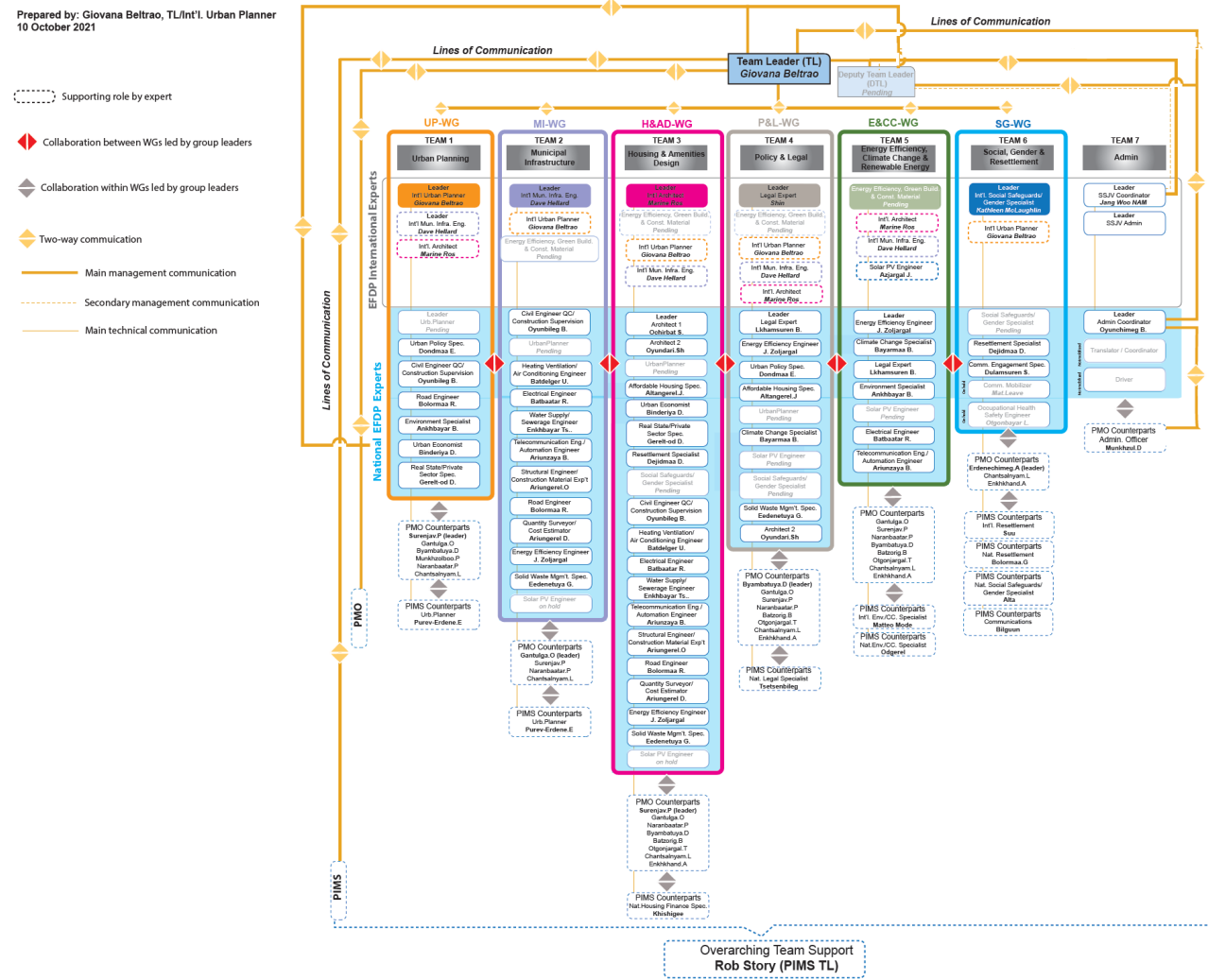
---

- Annex 1: EFD Working Group Structure
- Annex 2: Stakeholder Consultation Workshop
- Annex 3: Revised Social Gender Action Plan (SGAP)
- Annex 4: Updated Resettlement Framework (RF)
- Annex 5: Corrective Action Plans - Bayankhoshuu and Sharkhad
- Annex 6: Updated Grievance Mechanism (GRM)
- Annex 7: Bayankhoshuu Conceptual Urban Planning Proposal
- Annex 8: Fast Track Social Housing Conceptual Design

# Annex 1: EFDP Working Group Structure

## EFDP TECHNICAL WORKING GROUPS - Structure & Lines of Communication

Prepared by: Giovana Beltrao, TL/Int'l. Urban Planner  
10 October 2021



## Annex 2: Stakeholder 1<sup>st</sup> Consultation Workshop

---

AHURP has surveyed residents in Bayankhoshuu South and North to determine their willingness to participate in voluntary land-swapping to transform ger areas into Eco-Districts. In keeping with the Community Participation Plan, a day of Community Consultations was conducted on December 12 2021 to introduce residents to the proposed Eco-District design.

The purpose of the Community Consultation was to provide information about the Eco-District proposed design to Bayankhoshuu residents in AHURP targeted BKH South and North sites who had expressed willingness to participate in voluntary land-swapping. The consultation session also provided residents with an opportunity to provide feedback on the proposed designs prior to their finalization. The information sessions covered both the planning for the Fast Track Development of the Bayankhoshuu North site as well as the overall planning of the Bayankhoshuu Phase 1 Eco-District (North and South sites) development.

Residents were invited to participate one of the three sessions held at the BKH Business Incubator Centre. Multiple sessions were planned in order to ensure that the space allowed for residents to practice social distancing as per public health guidelines for events. A total of 63 residents participated (52 % women and 48 % men) across the three sessions.

The participants included 2 persons with disabilities and a sign language interpreter was available at one session to accommodate people with hearing impairments.

### Part I – Plenary Presentation

The first part of the meeting was a plenary session with presentations that provided an overview of the information about the Eco-District design. The plenary presentation included the following key topics:

- AHURP Project Overview
  - Objectives
  - Project Timeline
- Presentation on Eco-District Design:
  - Site Plan
  - Green/Urban Features
  - Infrastructure
  - Social Housing
- Presentation with highlights of
  - Voluntary Land Swapping Steps
  - Land & Asset Valuation (LAV)
  - Social and gender and community engagement
- Grievance Redress Mechanism

The full presentation is in the Annex.

### Part II – Interactions at the Information Stands

In addition to the presentation, three information stands were set-up with more details on (i) the overall site plan, Eco-District features and utilities and infrastructure (ii) the Social housing design and iii) information about Land and Asset Valuation, Voluntary Land-Swapping and social and gender aspects/community engagement. Technical and social team members were at the Information Stands to respond to questions and request feedback.

After the presentation, participants were asked to circulate around the room to view the information stands. Residents were divided into three groups to provide their feedback on the design elements in small groups. AHURP project representatives at each stand provided answers to resident questions. Each stand materials that allowed residents to provide their feedback on the Eco-District design elements in writing or visually.

Highlights of the points raised at each session are presented below:

### **Overall land use plan, Eco-District features and utilities and infrastructure**

i Topics covered:

- Development stages & fast track
- Bayankhoshuu north and south proposed site plan / land use alternatives
- Complete community concept: Mixed income housing (social, affordable, market), Mixed use buildings – access to commercial spaces, social services,
- Green spaces / public spaces, Pedestrianized zone, bike paths, public transit access, Family friendly – parks, playgrounds, daycare centers
- Attention to universal design / accessibility, security, lighting, etc.

ii Discussions between community and experts:

Participants in the consultations commented that they would prioritize the following features for inclusion in the Eco-District site plan:

- Social, education and health amenities
  - Kindergartens and primary and secondary schools – the feature of having a school nearby was the most frequently mentioned suggestion by residents
  - Health clinics
  - Khoroo services and police station
  - Children and youth centres – spaces for after school learning and leisure (example: swimming pool, football field)
  - Women development center
  - Counseling center for women to protect from GBV
  - Dancing and musical club
  - Intellectual grow up centers
  - Elderly day care
  - Child day care for children under 2 years old
  - Library and cultural center
  - Elderly and PWD's physical center
  - Different types of training centers for child, elderly women and others
- Paths, roads and transit:
  - Roads should have speedbumps
  - Heated indoor and outdoor parking
  -
- Green space/public space
  - Should be lots of green space – residents commented that in the city center buildings are close together and they prefer more open space
  - Interest in greenhouses to improve space and for consumption/selling
  - Public toilets resting area to install near parks and open spaces
- Uses of the commercial spaces

- Have a mix of services across building first floors such as small market, beauty salon, pharmacy, daycare – but a mix across various buildings not the same services in every building
- Have space that can be used for workshop for self-employed especially or women with young children and for people with disabilities
- Specific needs are:
  - 24 hours grocery stores
  - 24 h pharmacy
  - Coffee shop and Cafeteria
  - All in one shops
  - Hairdressing
  - Beauty salon
  - Shoe repair
  - Stitching
  - Electrical equipment repair
  - Playground
  - CU network market
  - Medical services/Dentist

### **Affordable apartments/Social housing design**

- i Topics covered
  - Preliminary architectural design of ‘fast-track’ social housing building
  - Apartments and layouts
  - Common areas
  - Building design and greenhouse options
- ii Discussions between community and experts

Community members made the following comments about the building design and apartment layouts presented:

- Build materials should be of high quality
- Should be option of townhouses
- Those with elderly or people with disabilities in their household expressed their need to have a unit on the first floor;
- An elevator was mentioned as preference by some participants (3) and would allow for more stories in the building
- Bathroom should be accessible for wheelchair and sinks need to be a good level for wheelchair and for children
- Bathrooms should have a separate space for toilet and bathing (toilet closet) so more than one person can use the space; toilet should have a window/space to let in air
- Plan space so that rooms get lots of light
- Apartments should have a balcony that can be used to sit out on or also be used for storage; balcony should be from the main room not the bedroom
- Corridors should be short so that if children go out in the corridor you can still see them;
- Dining room should not be near the door
- Rather than have an option for a bigger apartment with more rooms have one that has bigger living space and fewer rooms (or resident can modify design of floor space to suit their needs)
- First floor should have common laundry area and space for washing wheelchairs, bikes to prevent bringing dirt into the apartment before entering

### **Social, Gender and Voluntary Land-Swapping**



i Topics covered

- Land and Asset Valuation
- Voluntary Land-Swapping process and steps
- Inclusive and gender-responsive features of the design
- Commercial and social spaces
- Employment and livelihood opportunities, community engagement.

ii Discussions between community and experts

Residents raised specific questions about their situation and land values such as:

- When they will be resettled and what is the compensation for moving; many expressed their wish to move as soon as possible
- How situations will be treated when the properties are belonging to different people – the team clarified that that everyone can have the right to have an apartment
- Who will arrange the businesses are get doubled and every house have a benefit from the market area
- What if they want to sell their khashaa in this period
- Why the project is not proposing town houses as in the preliminary phase
- In the past, households were not treated fairly by NOSK. What is the guarantee this project will not repeat such cases?

Points raised about the LAV included:

- Wish to move to the temporary house soon as possible and accelerate the project
- Actual price of the land and property
- Apartment price for the square meters
- Complain about the property ownership (2 couples of the PWDS's they think the property is their but relatives owned officially because of they can not get proper service because of the hearing and speaking difficulties.)
- The apartment price is rapidly growing and if not increase the land and property valuations then no body can have an apartment and how project will manage it
- Wish to know for how many square meters apartment will be equally my property.
- Today's price for the land and property will be changed when the apartment is ready and will be conducted another valuation.
- The hired valuation company does not fully value our assets and does not measure some items
- The valuation company not respecting our private spaces and directly entering our space without permission.

Services which resident wish to be in market and service area

- ✓ 24 hours grocery stores
- ✓ 24 h pharmacy
- ✓ Coffee shop and Cafeteria
- ✓ All in one shops
- ✓ Hairdressing
- ✓ Beauty salon
- ✓ Shoe repair
- ✓ Stitching
- ✓ Electrical equipment repair
- ✓ Playground
- ✓ Swimming pool and fitness club
- ✓ Sport center
- ✓ Medical services/Dentist

## Next steps

To conduct the consultations AHURP set up information stands about the Eco-Districts at BKH Incubator centre. The Eco-District Information Stands set up for the Consultations will be improved and additional information will be regularly added to the Information Stands that will remain at the Incubator Centre. The BKH Incubator Centre Information Officer participated in the consultations and was been trained to provide information about the project.

The feedback from the sessions will be incorporated into the final proposed designs for the Fast Track and then the Bayankhoshuu Phase 1 site. Once the plans are finalized a follow-up consultation will be conducted to present the final designs and provide residents with feedback on how their comments were incorporated. In addition, key points on how the feedback is being incorporated will be highlighted on social media through postings or short video clips of AHURP experts discussing their progress on the designs.

## Annex 3: Revised SGAP Monitoring

Activity	Target and Indicators	Y2 (January 1 2021 - December 31 2021)			Remarks
		Total:	Women:	Activity/Action Status	
<b>Output 1: Resilient urban infrastructure, public facilities, and social housing units in ger areas constructed (public sector component)</b>					
1.Ensure universal and gender-sensitive features in the design of public facilities and social housing units.	(i) Number and type of gender-sensitive design features (2017 baseline: 0)	0		In-Progress	Gender sensitive design features proposed in Bayankhoshuu conceptual design. <b>Next steps:</b> Number and type of be confirmed after final design by June 2022.
	(ii) The proposed and final designs presented in at least 60 consultations with at least 20 local communities (at least 50% of participants are women) (2017 baseline: 0)	1		In-Progress	Proposed design consultations held in Bayankhoshuu (BKH) on December 12 2021.
	(ii) The proposed and final designs presented in at least 60 consultations with at least 20 local communities (at least 50% of participants are women) (2017 baseline: 0)	1		In-Progress	as above
	(ii) The proposed and final designs presented in at least 60 consultations with at least 20 local communities (at least 50% of participants are women) (2017 baseline: 0)	63	33	In-Progress	Women were 52% of participants in proposed design consultations held in BKH. Next step: Final design consultations to be held in BKH in February 2022.
2.Train for and conduct participatory monitoring of construction works	(i) Number of community members trained and participated in the monitoring with at least 30% poor people and 50% female participants (2017 baseline: 0)	0	0	Not Started	<b>Next Steps:</b> gather information on other participatory construction monitoring programs and design training by February 2022 ; Identify community monitors and provide training by March 2022.
	(i) Number of community members trained and participated in the monitoring with at least 30% poor people and 50% female participants (2017 baseline: 0)	0	0	Not Started	
	(ii) All contracts include the special clause on the periodicity of participatory monitoring of the construction works	0		Not Started	
3.Integrate gender perspective in IEC activities promoting eco-friendly technology (include	(i) 100% of IEC activities promoting eco-friendly technology integrate gender perspective (2017 baseline: 0)	0		Not Started	
	(ii) At least 50% of participants in gender-responsive IEC activities are women (2017 baseline: 0)	0	0	Not Started	
4.Ensure women benefit from employment opportunities during project construction	(i) 100,000 person-months of employment opportunities during project construction of which 30% are women (2017 baseline: 0)	0	0	Not Started	
	(ii) 3,000 person-months/year created for O&M, of which 40% are women (2017 baseline: 0)	0		Not Started	
	(iii) Include "equal pay for work for equal value for both women and men" in all contracts	0	0	Not Started	

		Y2 (January 1 2021 - December 31 2021)			
Activity	Target and Indicators	Total:	Wom en:	Activity/Act ion Status	Remarks
5. Conduct gender-sensitive outreach and awareness campaigns to promote women's housing ownership rights	(i) At least 10 gender-sensitive outreach and awareness campaigns implemented to promote women's housing property ownership of which 50% of participants are women (2017 baseline: 0)	0		Not Started	<b>Next steps:</b> In February and March 2022 information will be gathered from other organizations on gender and property ownership campaigns that have taken place to draw lessons and approaches. Concept paper on gender and property ownership to be prepared in April.
	(i) At least 10 gender-sensitive outreach and awareness campaigns implemented to promote women's housing property ownership of which 50% of participants are women (2017 baseline: 0)	0	0	Not Started	
<b>Output 2: Low carbon affordable housing, market rate housing, and economic facilities in ger areas constructed (FIL component)</b>					
1. Ensure universal and gender-sensitive features in the design of affordable and market housing units and economic facilities	(i) Number and type of gender-sensitive design features (2017 baseline: 0)	0		In-Progress	Gender sensitive design features proposed in Bayankhoshuu conceptual design. Number and type of be confirmed after final design.
	(ii) The proposed and final designs of housing and economic facilities presented and discussed in at least 60 consultations with at least 20 local communities (at least 50% of participants are women) (2017 baseline: 0)	1		In-Progress	Proposed design consultations held in Bayankhoshuu (BKH) on December 12 2021.
	(ii) The proposed and final designs of housing and economic facilities presented and discussed in at least 60 consultations with at least 20 local communities (at least 50% of participants are women) (2017 baseline: 0)	1		In-Progress	as above
	(ii) The proposed and final designs of housing and economic facilities presented and discussed in at least 60 consultations with at least 20 local communities (at least 50% of participants are women) (2017 baseline: 0)	63	0	In-Progress	Women were 52% of participants in proposed design consultations held in BKH. Next step: Final design consultations to be held in BKH in February 2022.
2. Ensure access to improved houses and utility services for vulnerable households living in each eco-district perimeter through land swapping mechanism and priority access to social housing units	(i) 100% of poor households and 100% of women-headed households living in each eco-district perimeter have access to improved housing and utility services (2017 baseline: 0)	0		In-Progress	Socio-economic information collected to identify vulnerable households; Affordability analysis is underway and to be confirmed in feasibility analysis; Voluntary Land Swapping Plan will be updated after land and asset valuation is completed and will update the supports to be provided to vulnerable households; <b>Next steps:</b> confirm list of vulnerable households by March 2022. Verify with Resttlement team the support programs for vulnerable households to be
	(i) 100% of poor households and 100% of women-headed households living in each eco-district perimeter have access to improved housing and utility services (2017 baseline: 0)	0	0	In-Progress	
3. Implement gender-sensitive support activities for start-up businesses and households to improve their capacities	(i) Prepare training needs analysis for the startup business and design at least 20 trainings	0		Not Started	<b>Next steps:</b> Review experiences of GADIP by March 2022. Design business development needs assessment by August/September 2022.

		0		Not Started	
		Y2 (January 1 2021 - December 31 2021)			
Activity	Target and Indicators	Total:	Wom en:	Activity/Act ion Status	Remarks
	(ii) Provide at least 20 trainings for at least 80 startup businesses with at least 160 participants, including at least 50% women	0		Not Started	
	(ii) Provide at least 20 trainings for at least 80 startup businesses with at least 160 participants, including at least 50% women	0		Not Started	
	(ii) Provide at least 20 trainings for at least 80 startup businesses with at least 160 participants, including at least 50% women	0	0	Not Started	
4.Ensure women benefit from employment opportunities during project construction, O&M, and from subproject commercial facilities	(i) 200,000 person-months of employment opportunities created during project construction and 3,000 person- months/year created for O&M, of which 30% in construction and 40% in operations are women (2017 baseline: 0)	0	0	Not Started	<b>Next steps:</b> Plan and undertake skills development needs assessment by May 2022; Design construction employment program by August 2022
	(i) 200,000 person-months of employment opportunities created during project construction and 3,000 person- months/year created for O&M, of which 30% in construction and 40% in operations are women (2017 baseline: 0)	0	0	Not Started	
	(i) 200,000 person-months of employment opportunities created during project construction of which 30% in construction are filled by women (2017 baseline: 0)	0	0	Not Started	
	(i) 3,000 person- months/year created for O&M 40% are filled by women (2017 baseline: 0)	0	0	Not Started	
	(ii) Include "equal pay for work of equal value for both women and men" in all contracts	0		Not Started	
	(iii) At least 40% of businesses located in the commercial facilities in the eco-districts are led by women	0	0	Not Started	
<b>Output 3: Sector policy reforms implemented and capacity strengthened</b>					
1.Ensure women representation in the PMO and enhance capacity of PMO staff	(I)By 2019,PMO established and operational,with at least 40% of staff are women (2017 baseline: 0)	12	7	Completed	There are total of 7 female staff members out of total 12 PMO employees for a percentage of 58%.
2.AMC-DBM established and fully functioning	(i) By 2019,PIU established with fully trained staff,at least 50% of whom are women (2017 baseline: 0)	0	0	In-Progress	PIU is established with limited formulation.
3.The PMO and AMC-DBM assign persons to be responsible for SGAP implementation and reporting	(i) One gender focal point staff member in the PMO and in AMC-DBM PIU responsible for SGAP implementation and reporting (2017 baseline: 0)	1	1	In-Progress	PMO has 1 gender focal point staff who is responsible for SGAP implementation. AMC-DBM PIU does not yet have a gender focal point staff. It is not certain whether PIU will hire a gender focal point under its structure. But PIU's consultant service SGFS has a social and gender specialist.

4. Social and gender specialists recruited as part of the project implementation and management consulting services	(i) By 2018, two social and gender specialists recruited to support the implementation of the SGAP (2017 baseline: 0)	4	4	Completed	4 social and gender specialists have been recruited - 1 national and 1 international each for PIMS, and SGFS; respective gender specialists to be recruited under the EFD consulting services soon.
<b>Y2 (January 1 2021 - December 31 2021)</b>					
Activity	Target and Indicators	Total:	Wom en:	Activity/Act ion Status	Remarks
5. Establishment of community-based solid waste management program for each eco-district	(i) 20 community-based SWM program established with at least 50 participants (2017 baseline: 0)	0		Not Started	
	(i) 20 community-based SWM program established with at least 50 participants (2017 baseline: 0)	0	0	Not Started	
6. Livelihood improvement through vegetable selling supported by urban farming cooperatives	(i) 20 cooperatives established with overall 50% female participation (2017 baseline: 0)	0		Not Started	
	(i) 20 cooperatives established with overall 50% female participation (2017 baseline: 0)	0	0	Not Started	
7. Communities are trained for job opportunities raised from eco-district economic activities and MSME training for business	(i) 40% of the overall jobs created within the perimeter of the eco-district go to local communities of which at least 40% for women and 15% for vulnerable people (2017 baseline: 0)	0		Not Started	
	(i) 40% of the overall jobs created within the perimeter of the eco-district go to local communities of which at least 40% for women and 15% for vulnerable people (2017 baseline: 0)	0	0	Not Started	
	(i) 40% of the overall jobs created within the perimeter of the eco-district go to local communities of which at least 40% for women and 15% for vulnerable people (2017 baseline: 0)	0	0	Not Started	
<b>Financial intermediation loan component</b>					
1. Conduct a pro-poor and gender-sensitive survey and assessment of bank activities regarding	(i) At least 50% of women and poor represented in the survey (2017 baseline: 0)	0	0	Not Started	
2. Improve access to green banking systems and mechanisms for the housing finance	(i) 8,500 green mortgage loans are produced to which at least 40% of the beneficiary are women (2017 baseline: 0)	0	0	Not Started	
3. All participating entities are aware of SGAP and include its provisions in own operations related to this project	(i) Trainings on ADB gender policy, SGAP implementation, monitoring, and reporting provided to at least 80 participants, at least 40% are women (2017 baseline: 0)	24	2	In-Progress	<b>Next steps;</b> Conduct PMO/PIU gender training needs assessment by February 2022; prepare training content by March 2022 and conduct quarterly trainings.
	(i) Trainings on ADB gender policy, SGAP implementation, monitoring, and reporting provided to at least 80 participants, at least 40% are women (2017 baseline: 0)	24	11	In-Progress	

## Annex 4: Community Engagement and Social-Gender Work Plan - 2022

N	COMPONENTS and ACTIVITIES	RESPONSIBILITY		2022											
		Lead	Support	1	2	3	4	5	6	7	8	9	10	11	12
<b>A</b>	Community Engagement and Stakeholder Consultation														
<b>I</b>	<b>Confirm willingness to participate in new areas (Sarkhad)</b>														
1	Conduct consultations to share AHURP information with Khoroo and identify households to be targeted	PMO	PIMS CES												
2	Plan out a coordinated CPP	PIMS CES	PIMS SGS, RS												
3	Prepare information package including FAQs for public consultation	PIMS CES	PIMS SGS, RS												
4	Conduct public information campaign to provide information about AHURP and voluntary land-swapping with ger residents in site perimeter (e-consultation/information session, flyers on FAQ, audio-key, etc.	PIMS CES	PIMS SGS, RS												
5	Conduct Willingness to Participate Survey	EFDP SGS	EFDP CES, RS												
6	Prepare report, mapping and list of households WPS status	EFDP	PIMS												
<b>II</b>	<b>Increase stakeholder engagement with residents, khorooos, municipality</b>														
1	Update social media platforms														
1.1	Gather information on AHURP progress/plans from other specialists	PIMS CES	PIMS SGS, RS												
1.2	Gather information on community activities from GADIP and other local projects	PIMS CES	PIMS SGS, RS												
1.3	Summarize information to prepare news items for project main FB page	PIMS CES	PIMS SGS, RS												
1.4	Gather relevant photos and other items of interest	PIMS CES	PIMS SGS, RS												
1.5	Make regular (2 – 3 times/week) postings on AHURP main FB page	PIMS CES	PIMS SGS, RS												
1.6	Post relevant news items / discussion points to animate BKH resident group page	PIMS CES	PIMS SGS, RS												

N	COMPONENTS and ACTIVITIES	RESPONSIBILITY		2022											
		Lead	Support	1	2	3	4	5	6	7	8	9	10	11	12
1.7	Create FB groups chat for khoroo and municipal officials	PIMS CES	PIMS SGS, RS												
	Post news items and discussion points to animate khoroo and municipal FB group	PIMS CES	PIMS SGS, RS												
2	Update website														
2.1	Content text revision and improvement	PIMS CES	All PIMS /EFD Specialists												
2.2	Prepare and upload news based on the news published on FB page/account	PIMS CES	Website SP												
2.3	Create new content such as video, photos, infographics	PIMS CES	All PIMS /EFD Specialists												
2.4	Prepare and upload new images such as info graphics, graphs, icons and photos	PIMS CES	Website SP												
<b>III</b>	<b>Establish AHURP information center at Incubator center and information offices</b>														
1	Set-up the AHURP corner at both information offices	PIMS CES	PIMS SGS												
2	Finish the project information training of two information officers at the both Incubator center in Bayankhoshuu and Selbe	PIMS CES	PIMS SGS												
3	To evaluate two information officers understanding of the AHURP and level of capacity to disseminate the project information to the public	PIMS CES	PIMS SGS												
4	Organize GRM and other follow-up training to two information officers at the both incubator center in Bayankhoshuu and Selbe	PIMS CES	PIMS RS												
5	Update information packages on eco-district design for information centers	EFD CES	PIMS CES												
6	Prepare training notes to use for other mobilizers														
7	Update information packages on VLSP, safeguards	PIMS CES	PIMS RS, PIMS SGS												
8	Train community mobilizers	EFD CES. SGS	PIMS CES												
9	Establish information booths in new areas	EFD CES, SGS	PIMS CES												



N	COMPONENTS and ACTIVITIES	RESPONSIBILITY		2022											
		Lead	Support	1	2	3	4	5	6	7	8	9	10	11	12
<b>IV</b>	<b>Disseminate information about training opportunities from GADIP and other programs</b>														
1	Announcement of training schedules and other livelihood support activities of GADIP														
<b>V</b>	<b>Develop new publications, presentations and video to promote the program</b>														
1	<i>Printing materials</i>	PIMS CES	PIMS SGS												
	- Brochure														
	- Flyer														
2	<i>Social materials</i>														
	- Posters	PIMS CES	PIMS SGS												
	- Photos														
3	<i>AHURP video</i>	PIMS CES	PIMS SGS												
	- Resettlement video														
	- GRM video														
	- Project general information video														
	- Valuation video														
	- Eco-district video														
<b>VI</b>	<b>Community consultation meetings on proposed and final designs</b>														
1	Organize consultation activities to cover the rest of the community on preliminary design and planning	PIMS CES	PIMS SGS												
2	Design consultation conclusion and announcement of additional activities regarding the design and planning	PIMS CES	PIMS SGS												
3	Organize proposed and final design consultations in new areas	EFDP CES	PIMS CES, PIMS SGS												
<b>B</b>	<b>GENDER AND SOCIAL INCLUSION</b>														
	<b>SGAP Output 1: Resilient urban infrastructure, public facilities, and social housing units constructed &amp; Output 2 Low carbon affordable housing constructed (FIL Component)</b>														
<b>I</b>	<b>Ensure universal and gender-sensitive features in the design of public facilities and social housing units</b>														
1	Review WPS, SES and other data and identify the vulnerable groups	PIMS SGS	PIMS CES												
2	Update and maintain resident lists with vulnerable groups identified	PIMS SGS	PIMS CES												
3	Invite women, vulnerable groups and support and documentation of their inputs during follow-up proposed design consultations in BKH	PIMS SGS & CES	All team members												

N	COMPONENTS and ACTIVITIES	RESPONSIBILITY		2022											
		Lead	Support	1	2	3	4	5	6	7	8	9	10	11	12
4	As above for final design consultations in BKH	PIMS SGS & CES	All team members	█	█										
5	Assess needs, inputs to consultations and provide inputs to technical design team on gender-responsive design features for final designs	EFDP-SGS	PIMS SGS		█	█									
6	Provide inputs to estimate types, sizes, and uses to be allocated to commerce, social amenities, schools etc. and provide inputs to urban planning technical team for final designs.	EFDP-SGS	PIMS SGS		█	█									
II	<b>Train for and conduct participatory monitoring of construction works</b>														
1	Set up several meetings with GADIP and other existing community networks to do research on existing women and youth groups	PIMS SGS	PIMS CES	█	█										
2	Identify women and youth groups who are interested and capable of monitoring the construction work in BKH	PIMS SGS	PIMS CES		█										
3	Prepare training needs assessment	PIMS SGS	PIMS CES		█										
4	Conduct participatory construction training monitoring for BKH	PIMS SGS	PIMS CES			█	█								
5	Coach training monitors and provide refresher training as needed	PIMS SGS	PIMS CES								█	█	█	█	
6	Document lessons and training package for use in new areas	PIMS SGS	EFDP SGS											█	█
III	<b>Integrate gender perspective in IEC activities promoting eco-friendly technology (include HIV/AIDS)</b>														
1	Check Environment work plan and add activities to include women in environment consultations	PIMS SGS	EFDP SGS	█	█	█									
2	Organize participatory urban design events such as 'eco district' design contest among youth	PIMS SGS	EFDP SGS				█	█	█						
3	Conduct promotion and activation events on benefits of recycling and other environmentally friendly lifestyles	PIMS SGS	EFDP SGS										█	█	█
IV	<b>Ensure women benefit from employment opportunities during project construction and O&amp;M</b>														
1	Identification and selection of beneficiaries from the target communities for further skills training and employment during construction	PIMS-SGS	EFDP - SGS			█	█	█	█						
2	Initial preparation for training needs assessment	PIMS SGS	EFDP SGS					█	█						
3	Identify local construction related employment	EFDP SGS	PIMS SGS							█	█	█			

N	COMPONENTS and ACTIVITIES	RESPONSIBILITY		2022											
		Lead	Support	1	2	3	4	5	6	7	8	9	10	11	12
	opportunities and skills required														
4	Design employment programs under AHURP with different stages	PIMS SGS	EFDP SGS												
5	Train construction contractors in gender equality and gender-responsive hiring and retention	EFDP-SGS SGFS SGS	PIMS SGS												
V	<b>Conduct gender-sensitive outreach and awareness campaigns to promote women's housing ownership rights</b>														
1	Review the results of the SES report and other sources of information	PIMS SGS	SGFS SGS												
2	Conduct research on the existing practices and lessons learned from past projects (if any) and best practices	PIMS SGS	SGFS SGS												
3	Develop a campaign plan for promotion of women's ownership rights	PIMS SGS	SGFS SGS												
4	Conduct first campaign event	PIMS SGS	SGFS SGS												
VI	<b>Ensure access to improved houses and utility services for vulnerable households living in each eco-district perimeter through land swapping mechanism and priority access to social housing units</b>														
1	Confirm lists of vulnerable households based on SES	PIMS SGS	SGFS SGS												
2	Participate in affordability working group to ensure follow-up on SGAP targets	PIMS SGS	SGFS SGS												
3	Coordinate with resettlement to ensure VLSP provisions address needs of vulnerable groups and will meet SGAP targets.	PIMS SGS	SGFS SGS												
	<b>SGAP Output 3 Capacity strengthened.</b>														
VII	<b>Ensure women representation in the PMO/PIU and enhance capacity of staff in gender/SGAP monitoring</b>														
1	Training needs assessment	PIMS SGS	SGFS SGS												
2	Prepare Gender training modules	PIMS SGS	SGFS SGS												
3	Conduct one gender training per Quarter (included it in the 2022 capacity development plan)	PIMS SGS	SGFS SGS												
4	Set up SGAP monitoring system in line with ADB excel sheet and AHURP PPMS (Share Point)	PIMS SGS	SGFS SGS												
5	Orient all gender spec (PMO, PIU, EFDP, SGFS) to provide needed data for monitoring system	PIMS SGS	SGFS SGS												
6	Gather SGAP monitoring data from all teams	PIMS SGS	SGFS SGS EFDP SGS												
7	Update SGAP	PIMS SGS	SGFS SGS EFDP SGS												

N	COMPONENTS and ACTIVITIES	RESPONSIBILITY		2022											
		Lead	Support	1	2	3	4	5	6	7	8	9	10	11	12
<b>VIII</b>	<b>Establishment of community-based solid waste management program for each eco-district</b>														
1	Conduct initial analysis and research	EFDP - SGS	PIMS SGS												
<b>IX</b>	<b>Livelihood improvement through vegetable selling supported by urban farming cooperatives</b>														
1	Conduct initial analysis and research	EFDP - SGS	PIMS SGS												
2	Do research on market potential in ger areas	EFDP - SGS	PIMS SGS												
3	Determine requirements and provide inputs on greenhouse and livelihood space requirements and provide input to technical team.	EFDP - SGS	PIMS SGS												
<b>X</b>	<b>Communities are trained for job opportunities raised from eco-district economic activities and MSME training for business development in the eco- districts</b>														
1	Review SES, collect additional data via more in depth qualitative survey														
2	Identify partners; collaboration with GADIP, etc.														
3	Promote participation of existing trainings (by GADIP) among community members														
<b>XI</b>	<b>Engage and monitor firm for SES in new areas</b>														
1	Monitor and ensure timely and quality implementation of firm for SES at new sites	EFDP - SGS	EFDP RS, PIMS RS, PIMS SGS												

## Annex 5: Corrective Action Plan (CAP)

### Corrective Action Plan for Bayankhoshuu Site

No	Proposed Corrective Actions	Implementation Issues	Timeframe	Responsible Stakeholders	Estimated Budget
1	Compensation for assets of non-titled households (if any)	<ul style="list-style-type: none"> <li>If there are any non-titled households who had assets affected found (i) by the AHURP PMO and (ii) through grievances raised by such AHs through the grievance redress mechanism, compensation of lost assets will be discussed and agreed with the households. Compensation payment will be made to the households.</li> </ul>	August 2021 – January 2022	PMO with support from PIMS	MNT 6,000,000
2	Moving assistance to all 76 non-titled households	<ul style="list-style-type: none"> <li>All the non-titled households will be provided with MNT 150,000/ household for transportation.</li> </ul>	August 2021 – January 2022	PMO with support from PIMS	MNT 11,400,000
3	Access to social housing /rental housing to all 76 non-titled households	<ul style="list-style-type: none"> <li>Identify appropriate government-owned apartments for negotiation with the non-titled households.</li> <li>The non-titled households and MUB will discuss cash purchase of affordable housing unit /</li> </ul>	August 2021 – January 2022	PMO with support from PIMS	MNT 45,600,000

No	Proposed Corrective Actions	Implementation Issues	Timeframe	Responsible Stakeholders	Estimated Budget
		<p>workshop / garage space at the affordable housing rate, access to social housing (rental or rent-to-own scheme) and access to greenhouse space and related training activities</p> <ul style="list-style-type: none"> <li>If the non-titled households do not want to opt for rental apartment or rent-to-own apartments and the non-titled households who moved on their own to a location different from the main households, they will be provided with transition subsistence allowance for 3 months (MNT 600,000/household)</li> </ul>			
4	<p>Provision of livelihood restoration measures to vulnerable non-titled households (5 households identified during the DDR preparation and the vulnerable non-titled households that will be identified by AHURP PMO and EMA during monitoring) , and nine (9) titled landowners with business/income affected;</p>	<ul style="list-style-type: none"> <li>PMO with support of PIMS will determine the vulnerability of non-titled households who were not interviewed during the DDR preparation.</li> <li>These households will be included in the training need assessment; and training and skill development opportunities. The</li> </ul>	<p>August 2021 – June 2022</p>	<p>PMO with support from PIMS, EFDP, and EMA</p>	<p>MNT 14,000,000</p>

No	Proposed Corrective Actions	Implementation Issues	Timeframe	Responsible Stakeholders	Estimated Budget
		<p>trainings will be prepared and provided by EFDP and the budget is available. Refresher trainings may be integrated into the trainings that will be provided under GIZ program, Asia foundation for women, etc. as part of business incubator in Bayankhoshuu subcenter (subproject to discuss with the programs).</p> <ul style="list-style-type: none"> <li>▪ PMO will work with local authorities to assist the households in accessing job opportunities in the local (if any) or PMO will assist the households to have jobs in construction and maintenance of new eco houses and/or provide work space, shopping area and greenhouses.</li> <li>▪ After getting training, the households will be provided a grant to purchase equipment for occupational development with the</li> </ul>			

No	Proposed Corrective Actions	Implementation Issues	Timeframe	Responsible Stakeholders	Estimated Budget
		average amount of MNT 1,000,000 household. <ul style="list-style-type: none"> <li>▪ For vulnerable non-titled households identified during periodic monitoring conducted by the EMA and via announced project level GRM, they will be provided with the same assistance to vulnerable households identified by PMO.</li> <li>▪ Tracking to be done through khoroo and solutions to be proposed under AHURP.</li> </ul>			
5	Following up on granting certificates of ownership of the apartments to the households who received apartments at Buyant Ukhaa	<ul style="list-style-type: none"> <li>▪ The progress of granting certificates of ownership of the apartments to the households who received apartments at Buyant Ukhaa conducted by State Property Registration Agency needs to be followed up and included in the semiannual monitoring reports prepared by the EMA.</li> </ul>	August – September 2021	EMA and PMO	Included in the budget for the EMA
6	Following up with NOSK on providing temporary houses to the 2 non-titled households who are	<ul style="list-style-type: none"> <li>▪ Follow up with NOSK on providing temporary houses to the households</li> </ul>	August – September 2021	NOSK, EMA and PMO	Included in the budget for the EMA



No	Proposed Corrective Actions	Implementation Issues	Timeframe	Responsible Stakeholders	Estimated Budget
	staying at the site; providing entitlements to the households.	<p>to stay from from beginning of September 2021 as NOSK committed - for a period of one year, by when the households will have an option to move to the rental or rent-to-own apartments.</p> <ul style="list-style-type: none"> <li>▪ Providing the agreed entitlements to the households.</li> <li>▪ Physical displacement of the 2 non-titled households will not be carried out till the entitlements agreed and negotiated 2 non titled households are disbursed and the shifting of the households to the temporary housing is completed, in line with the corrective actions for non-titled households.</li> </ul>			
	<b>Sub-Total</b>	1.			<b>77,000,000</b>
	<b>Contingency (10%)</b>	2.			<b>7,700,000</b>
	<b>Grand Total</b>	3.			<b>84,700,000</b>

**Corrective Action Plan for Sharkhad Site**

	Proposed Corrective Actions	Implementation Issues	Timeframe	Responsible Stakeholders	Estimated Budget
1	Compensation for assets of non-titled households (if any);	<ul style="list-style-type: none"> <li>If there are any non-titled households who had assets affected found (i) by the AHURP PMO and (ii) through grievances raised by such affected households through the grievance redress mechanism, compensation of lost assets will be discussed and agreed with the households. Compensation payment will be made to the households.</li> </ul>	From January - March 2022	PMO with support from PIMS	MNT 2,700,000
2	Moving assistance to all 59 non-titled households <sup>2</sup>	<ul style="list-style-type: none"> <li>All the non-titled households will be provided with MNT 150,000/ household for transportation.</li> </ul>	From January - March 2022	PMO with support from PIMS	MNT 8,850,000
3	Access to social housing /rental housing to all 59 non-titled households;	<ul style="list-style-type: none"> <li>Identify appropriate government-owned apartments for negotiation with the non-titled households.</li> <li>The non-titled households and MUB will discuss cash purchase of affordable housing unit / workshop / garage space at the affordable housing rate, access to social housing (rental or rent-to-own scheme) and access to greenhouse space and related training activities.</li> <li>If the non-titled households do not want to opt for rental apartment or rent-to-own apartments, and the non-titled households who moved on their own to a location different from the main households, they will be provided with transition subsistence allowance for 3 months (MNT 200,000/HH/month x 3 months = 600,000/household);</li> </ul>	<ul style="list-style-type: none"> <li>From January - April 2022</li> <li>Priority will be given to vulnerable HHs, especially those who have not found a place yet to stay (January-March, 2022)</li> </ul>	PMO with support from PIMS	MNT 35,400,000

<sup>2</sup> Three non-titled households confirmed on 11-12 November and 02 December 2021 that they stay at the site together with the titled households.

	Proposed Corrective Actions	Implementation Issues	Timeframe	Responsible Stakeholders	Estimated Budget
4	<p>Provision of livelihood restoration measures to vulnerable non-titled households (16 households identified during the DDR preparation and the vulnerable non-titled households that will be identified by AHURP PMO and also by EMA during monitoring visits) and 12 titled landowners with business/income affected</p>	<ul style="list-style-type: none"> <li>▪ PMO with support of PIMS will determine the vulnerability of non-titled households who were not interviewed during the DDR preparation.</li> <li>▪ These households will be included in the training need assessment, training, and skill development opportunities. The trainings will be prepared and provided by EFDP and the budget for trainings is available. Refresher trainings may be integrated into the trainings that will be provided under GIZ program, Asia foundation for women, etc. as part of business incubator in Bayankhoshuu subcenter (subproject to discuss with the programs).</li> <li>▪ PMO will work with local authorities to assist the households in accessing job opportunities in the local (if any) or PMO will assist the households to have jobs in construction and maintenance of new eco houses and/or provide work space, shopping area and greenhouses.</li> <li>▪ After getting training, the households will be provided a grant to purchase equipment for occupational development with the average amount of MNT 1,000,000 household.</li> <li>▪ For vulnerable non-titled households identified during periodic monitoring conducted by the EMA and via the project level GRM, they will be provided</li> </ul>	<p>From January - June 2022</p>	<p>PMO with support from PIMS, EFDP, and EMA</p>	<p>MNT 28,000,000</p>

	Proposed Corrective Actions	Implementation Issues	Timeframe	Responsible Stakeholders	Estimated Budget
		with the same assistance to vulnerable households identified by PMO.			
5	Following up on granting certificates of ownership of the apartments to the households who received apartments at Buyant Ukhaa	<ul style="list-style-type: none"> <li>The progress of granting certificates of ownership of the apartments to the households who received apartments at Buyant Ukhaa conducted by State Property Registration Agency needs to be followed up and included in the semiannual monitoring reports prepared by the EMA</li> </ul>	From January - March 2022	EMA and PMO	Included in the budget for the EMA
	<b>Sub-Total</b>				<b>MNT 74,950,000</b>
	<b>Contingency (10%)</b>				<b>MNT 7,495,000</b>
	<b>Grand-Total</b>				<b>MNT 82,445,000</b>

## Annex 5: Grievance Redress Mechanism (GRM)



# **GRIEVANCE REDRESS MECHANISM FOR Ulaanbaatar Green Affordable Housing and Resilient Urban Renewal Sector Project (AHURP)**

**April 23, 2021**

## Table of Contents

<b>I. Introduction</b>	<b>78</b>
<b>II. Purpose and Objectives of the Grievance Redress Mechanism</b>	<b>78</b>
<b>III. Scope and types of grievances</b>	<b>79</b>
<b>IV. Grievance Procedures</b>	<b>80</b>
4.1 GRM framework .....	80
4.3 Steps .....	81
4.4 Project Grievance Redress Committee .....	84
4.5 Timelines .....	84
4.6 Staff responsibilities .....	85
4.5 Gender-responsive and Inclusive Public Awareness and Training .....	86

## List of abbreviations

ADB	Asian Development Bank
AHURP	Ulaanbaatar Affordable Green Housing and Resilient Urban Renewal Project
AMC-DBM	Asset Management Company of the Development Bank of Mongolia
DBM	Development Bank of Mongolia
CBOs	Community-based Organizations
CSO	Civil Society Organization
CPP	Consultation and Participation Plan
DBM	Development Bank of Mongolia
EA	Executing Agency
EDAF	Eco-District and Affordable Housing Fund
EFDP	Eco-District Feasibility and Policy Reform Support
EMP	Environmental Management Plan
GADIP	Ger Area Development Investment Program
GOM	Government of Mongolia
GRM	Grievance Redress Mechanism
IA	Implementing Agency
LA	Land Agency
LARWG	Land Acquisition and Resettlement Working Group
MUB	Municipality of Ulaanbaatar
NGO	Non-governmental Organization
NOSK	Capital City Housing Corporation
PAM	Project Administration Manual
PIMS	Project Implementation and Management Support
PIU	Project Implementation Unit
PMO	Project Management Office
PWD	People with disabilities
RF	Resettlement Framework
RP	Resettlement Plan
SGAP	Social and Gender Action Plan
SGF	Sustainable Green Finance Support
SPS	Safeguard Policy Statement
TOR	Terms of Reference
VLSA	Voluntary Land Swapping Agreement
VLSP	Voluntary Land Swapping Plan

## I. Introduction

1. The Municipality of Ulaanbaatar (MUB) has been extending urban infrastructure and services in *ger* areas to improve the environment and upgrade existing polluting and substandard *ger* areas. This redevelopment process creates new opportunities for MUB to propose ways that households can access affordable apartments within their communities. In December 2018, the government signed a loan agreement with ADB to implement the Ulaanbaatar Green Affordable Housing and Resilient Urban Renewal Sector Project (AHURP) with financing from the ADB and the Green Climate Fund. AHURP will deliver sustainable and comprehensive solutions to transform *ger* areas of Ulaanbaatar city into livable, gender-responsive and inclusive eco-districts that offer affordable, convenient housing to existing residents and the wider public.

2. The AHURP project is executed by the Municipality of Ulaanbaatar through its Project Management Office (PMO) established in the Capital City Housing Corporation (NOSK). In parallel, the government created an AHURP Project Implementation Unit (PIU) in the Development Bank of Mongolia (DBM) to establish a fund to promote private sector participation in green urban development, the Eco-District Affordable Housing Fund (EDAF). With this close collaboration between MUB/NOSK and DBM, the project aims to achieve the expected outcome: *increased access to low carbon and climate-resilient eco-districts and green affordable housing in Ulaanbaatar ger areas*. The project has three outputs:

- **Output 1:** Resilient urban infrastructure, public facilities, and social housing units in *ger* areas constructed.
- **Output 2:** Long-term financing to developers for low carbon affordable housing, market rate housing, and economic facilities in *ger* areas and to households for green mortgages increased.
- **Output 3:** Sector policy reforms implemented, and capacity strengthened.

## II. Purpose and Objectives of the Grievance Redress Mechanism

3. The AHURP established a grievance redress mechanism (GRM) to ensure that all persons having a claim, complaint, query or feedback regarding any project activity have an accessible means to submit their concern and receive a prompt reply. The GRM will operate as an understandable and transparent process that is gender responsive, culturally appropriate, and readily accessible to all stakeholders at no cost and without retribution. This document outlines the objectives, procedures, steps, timelines and responsibilities for implementing the AHURP GRM.

4. The objectives of the GRM are to:

- Establish the mechanisms by which all AHURP affected persons, in particular women, poor, people with disabilities, elderly and other vulnerable groups will have access to a convenient channel to submit claims, queries, complaints and feedback on any project-related matter and receive a timely response;
- Ensure a transparent, accountable, efficient, inclusive and gender-responsive process is in place to resolve project-related grievances, targeting the lowest level resolution;
- Build up a relationship of trust between responsible project personnel, all stakeholders, *ger* district residents, and affected persons;



- Contribute to gender equality and social inclusion by raising awareness that women and vulnerable groups have access to a channel to voice their issues, concerns and queries regarding the project and receive a timely response;
- Ensure transparent monitoring and reporting of project-related grievances to increase accountability and improve project performance.
- In order to ensure the effective implementation of GRM meeting the objectives above, the GRM can be evaluated periodically and it can be updated as necessary.

5. While the GRM is available to all who choose to use it, the project will make every effort to address all questions and issues proactively, reducing the need for residents to bring forward a grievance. The following are some of the means to ensure proactive approaches to communicating with stakeholders:

- Provide sufficient and timely information to community members and other stakeholders through a comprehensive and systematic information sharing and feedback system at the project level and at all times to avoid misunderstandings and misinformation.
- Conduct meaningful community consultations to provide community members with an opportunity to express their concerns, clarify and respond to their issues, elicit communities' views, and receive feedback on interventions that will benefit the communities and the project management.
- Build capacity for project staff to engage with communities, and respond effectively to their needs and concerns and bring common issues to the attention of project management to address as they arise.

### III. Scope and types of grievances

6. The GRM will address all claims, complaints, queries or feedback related to project activities as set out in the AHURP Project Administration Manual (PAM) and any subsequent project plans. This coverage will include addressing issues related to the effective implementation of all activities and safeguards as set out in the [Voluntary Land Swapping Plan](#) (March 2018), [Resettlement Framework](#) (June 2018), the [Environmental Assessment and Review Framework](#) (May 2018), the [Safeguards and Social Dimensions Summary](#) (May 2018) and any other safeguard plans to be developed.

7. In all cases, the GRM will ensure a gender-sensitive and inclusive for all approach and that high priority is given to a timely resolution of issues raised by or on behalf of the poor, elderly, people with disabilities and other vulnerable groups. The following are the expected types of grievances in regards to the project to be received under this GRM:

- *Voluntary land-swapping consultation and negotiation:* issues arising from the voluntary land-swapping negotiations including the land valuation, content of the land swapping agreement, and associated impacts.
- *Implementation of Voluntary Land-swapping Agreements:* issues, problems or complaints related to the implementation of the housing arrangements and other obligations set out in the land-swapping agreement.
- *Involuntary resettlement:* issues from persons affected by involuntary resettlement to address any problems or claims arising from land acquisition and associated impacts, and provide means by which the various conflicting stakeholders may be consulted and negotiated agreement reached.

- *Mortgage financing under EDAF*: issues related to application of the terms of the EDAF and its associated impacts, with particular attention to impacts on vulnerable groups.
  - *Environment and construction impacts*: issues regarding the project's environmental impact, construction activities and temporary impacts and associated issues such as traffic congestion, noise, dust, water supply kiosk access, road access, disrupted utilities, and any other impacts.
  - *Working conditions*: issues pertaining to contractors' obligations to meet national labor and occupational health standards, including ensuring equal opportunities for women and men, and pay equal wages for work of equal value.
  - *Other issues*: complaints, queries, or feedback may also be lodged related to project plans, eco-district design plans, progress, responsibilities, communications, consultations and other matters of concern.
8. The above expected issues are not exhaustive to the type of grievances to be considered as all submissions will be reviewed to verify their validity within the scope of AHURP. Grievances that normally fall outside the scope of the GRM are bidding process related complaints where ADB/MUB procurement procedures will apply.

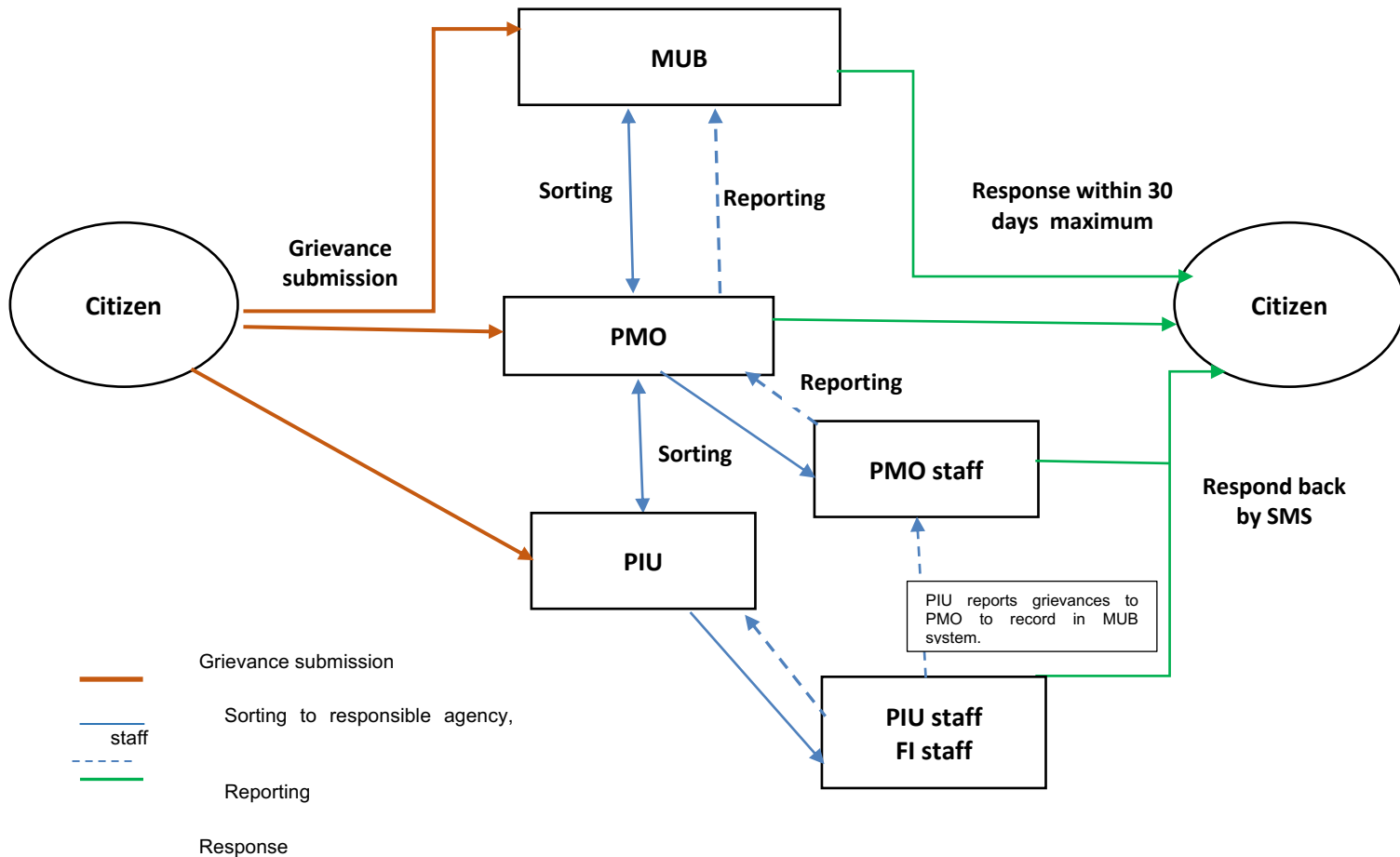
## IV. Grievance Procedures

### GRM framework

9. In accordance with the agreements signed between ADB and the government of Mongolia, the AHURP GRM is streamlined to be integrated with the existing grievance system of MUB established under decree A/1086 (December 2013) "Municipal Rules for Grievance Redress from Residents to Local Administration and Responsible Personnel".
10. MUB's GRM ensures that affected persons who have a query or complaint regarding any service, project or activity of the municipality will receive a response from the concerned unit within 30 days. The GRM is also in keeping with ADB Safeguard Policy Statement (2009) which promotes an efficient and timely process to receive and respond to queries, complaints and feedback.
11. As shown in Figure 1, all persons wishing to submit a grievance regarding any AHURP activity may do so through MUB or directly to the PMO or the PIU. The PMO and PIU will ensure the timely recording of the grievances in the MUB GRM system and address grievances according to their respective responsibilities specified in the PAM. The PMO and PIU Coordinators are responsible for ensuring internal systems for recording, addressing, responding to and reporting grievances are in place and functioning effectively. As per the PAM, the PMO is ultimately responsible to ensure that all grievances concerning AHURP are addressed and receive a response within the 30-day limit.
12. The PMO and PIU will support financial intermediaries (FI), contractors, and other private sector stakeholders that participate in AHURP to establish effective and easily accessible grievance redress mechanisms (GRM) for timely settlement of grievances lodged with them at subproject level. While promoting a timely and efficient settlement of grievances at the lowest level, the PMO and PIU will monitor the grievance process maintained by the private sector partners contracted by them and ensure that all grievances are addressed according to the GRM objectives and project safeguards.
13. The following steps outline the overall process to register, sort, investigate and respond to AHURP grievances. More details on the procedures, timelines and responsibilities to

address specific types of grievances – voluntary land-swapping, involuntary resettlement, EDAF, and environment – are provided in the Annexes.

Figure 1: Flow diagram of AHURP GRM within MUB grievance system



### Steps

14. The following are the guiding steps for the effective resolution for all nature of grievances that may be received by AHURP. More detail on specific steps, responsibilities and timelines for involuntary resettlement are set out in the annexes.

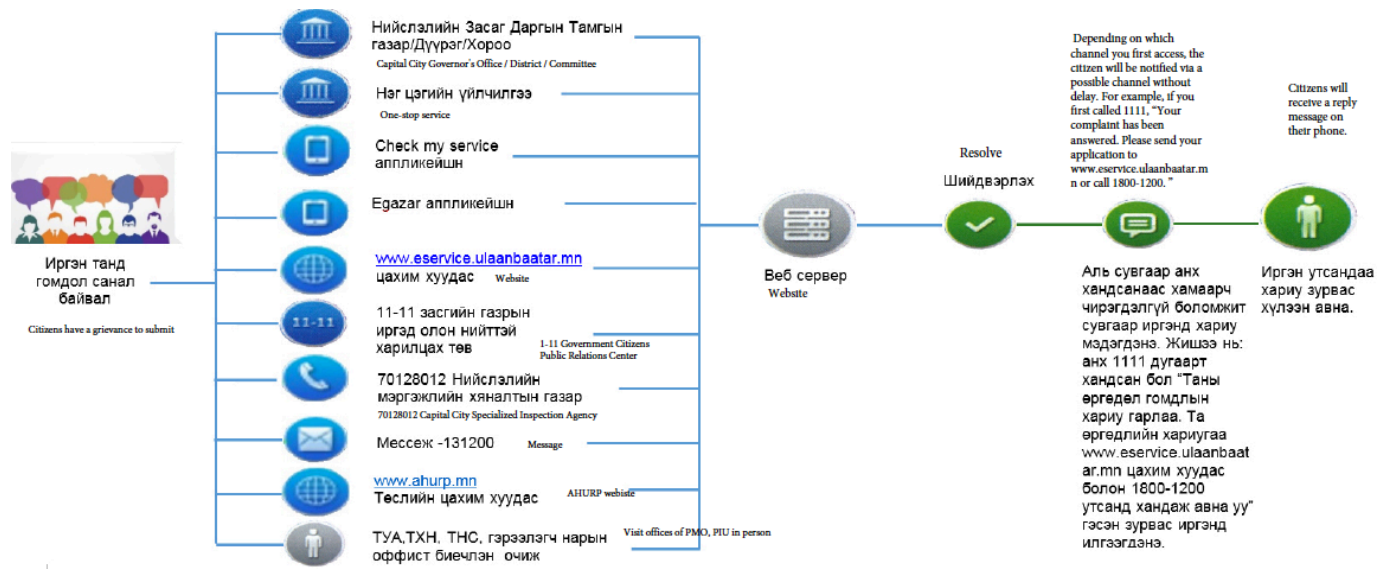
#### Step 1: Submission and registration

15. As shown in Figure 1, affected persons may submit their grievance to MUB that will refer the grievance to the PMO or submit to the PMO or PIU directly. As shown in Figure 2, persons submitting a grievance may choose the place and method of submission that is most convenient to them. The grievance may be submitted through the internet, SMS message, phone, in person or other entry point linked to MUB’s dedicated website for accountability to citizens. The PMO Grievance Focal Person will coordinate with MUB and ensure that all grievances are registered in Ulaanbaatar’s official municipal grievance system and all channels are functional at all times.

16. Grievances received by the PMO and PIU directly will be recorded in the grievance form (see Annexes) and reported in Ulaanbaatar’s official municipal grievance system. The form

includes details such as the grievance issue, the affected person’s name, contact and date of grievance. The grievance form of AHURP will be revised and updated to confirm with the form used by MUB and GADIP to ensure coherence in the system. PIU is to prepare GRM implementation report to be forwarded to either PMO or MUB as required by the decree A/1086.

Figure 2: MUB / AHURP GRM access channels



**Step 2: Sorting for validity and responsibility for addressment**

17. Once recorded, the PMO and PIU will sort the grievances received through MUB or directly to ensure the most appropriate unit or staff member prepares a response according to the nature of the grievance. The PMO and PIU will each appoint one staff member as the GRM focal point to receive and sort grievances. The GRM focal person will first verify the validity of the grievance within the scope of AHURP. Persons submitting grievances deemed unrelated to AHURP project activities will be informed of the determination with an explanation.

18. Based on the responsibilities outlined in the PAM, the two GRM focal persons will coordinate the task of sorting grievances between the PMO and PIU to ensure all grievances submitted are assigned to relevant staff or partners. In case of any disagreement or discrepancy, the PMO Coordinator will ultimately decide the assignment of grievance resolution between the PIU and PMO.

19. The PMO and PIU Coordinators will then assign the grievance to their responsible staff member based on the recommendation from the GRM focal person. The GRM focal person will be guided by the staff roles outlined in the PAM or subsequent job descriptions. The assigned staff will then be responsible to follow-up on the grievance until the final response is delivered to the person submitting the grievance.

20. The PMO and PIU may also receive grievances submitted to FIs, contractors and other private sector partners which are beyond their scope or they are not able to satisfactorily resolve. Such grievances will also be recorded, validated, sorted and assigned to a responsible staff person.

**Step 3: Investigation and recommendations for resolution**

21. Once assigned a grievance, the responsible staff will take steps to investigate and resolve the issue. This step may involve contacting the person submitting to better understand the issue and their expectations for resolution. The responsible staff will also communicate with other concerned project team members, government offices, project partners, FIs, or contractors about the issue and potential resolutions. The assigned specialist will record these deliberations and inform the PMO/PIU management within the same week of the findings and recommended actions. This may involve instructing a contractor or other project partner to take corrective actions. The contractor or other project should implement the redress solution and convey the outcome to the PMO. The assigned staff persons will ensure regular reporting on the status of the grievance every working 10 days according to MUB procedures.

#### *Step 4: Response and resolution*

22. The staff assigned to follow-up on the grievance will respond to the affected person with the solution or corrective action. The staff persons will ascertain whether or not the affected person is satisfied with the resolution and record the response in the website database. If the resolution is deemed satisfactory, the PMO / PIU Coordinator will issue instructions for all actions required to implement the resolution. The staff assigned the grievance will continue to follow-up until the actions are implemented and the issue is resolved. Compliance officers of MUB will also contact the affected person separately to confirm their satisfaction with the outcomes.

23. Grievances that are not resolved at project level will be referred to the Project Grievance Committee. A Project Grievance Committee will be established to review and resolve grievances that are not addressed at project level under the voluntary land swapping plan, involuntary resettlement plans, and environment plans. Grievances not resolved by the Committee will be submitted to the Vice-Mayor responsible for AHURP and the concerned MUB district/division/office for resolution.

24. With specific regard to land disputes, in accordance with the Land Law (Article 60, "Settlement of Land Related Disputes") such grievances will be settled by the relevant Khoroov Governor or submitted to the District Land Officer and referred to the Vice-Mayor if not resolved. The assigned AHURP project personnel will continue to monitor the grievance referred to higher levels and report on the status until a resolution is found.

25. If the grievance is not resolved within the project GRM, it shall be subject to the pertinent laws of Mongolia and regulations of ADB. If all GRM channels are unsuccessful, the dispute shall be settled by a higher level authority, or in court. In addition, if an aggrieved person is still not satisfied and they have made good faith efforts to solve their problems by working with MUB and the PMO / PIU, they may submit a complaint through the ADB's Accountability Mechanism. The information on how to make a complaint can be found at <https://www.adb.org/who-we-are/accountability-mechanism/main>.

#### *Step 5: Reporting and monitoring*

26. The GRM focal person will ensure the full recording and reporting of the grievance process in the grievance database that will be linked to the MUB system. Each staff is responsible for documenting and reporting on the grievance process according to the provisions of MUB A/1086. This includes updating files every 5th working day since receiving the complaint to the related parties or specialists and reporting on the process every 10th working day, AHURP, preparing a closing file after resolution, and preparing relevant sections of monthly quarterly, and annual reports required by MUB and ADB. Grievance reports will be reviewed regularly by management to identify common and/or frequent issues that could be avoided through proactive dialogue with communities and households or more

effective project implementation procedures. Solutions will be reflected and prioritized in project work plans and provided as feedback to communities to minimize repeated individual grievances on avoidable issues.

### Project Grievance Redress Committee

27. The AHUPR project will form Grievance Committees to ensure that all grievances that cannot be addressed by the project team are followed-up, addressed and resolved. A Grievance Committee will be established for each sub-project site comprising the PMO Coordinator (or designate), the PIU Coordinator (or designate), the Khoroo Governors (or designates), a representative of MUB land agency, and a representative of the resident community groups. The committee will be chaired by the PMO Coordinator or designate and will receive all grievances that have not been resolved after follow-up by the PMO and PIU project teams. The committee will serve as a mechanism to review that every step has been taken to address the grievance and will undertake additional follow-ups with any parties (MUB, contractors, developers, banks) that could take necessary actions to resolve the grievance. The committee will also maintain liaison with GADIP project to ensure that approaches to addressing and resolving grievances are aligned and promoting a coherent approach to resident engagement and local area development.

28. The committee will inform the resident of the grievance resolution proposed at committee level through the PMO or PIU safeguard staff or directly through letter, SMS or other means. If the a resolution is not found at this level, the grievance will be referred to the Vice Mayor in charge of AHURP for review, resolution and necessary action.

### 4.5 Timelines

The table below provides the indicative timelines for following-up on grievances submitted to the project. The timelines are a guideline and every effort should be made to resolve grievances as quickly as possible. These timelines in do not replace prescribed timelines in decree A/1086 that need to be referred to and followed depending on the nature of the grievance.

Table 1: Grievance Redress Timelines\*

No.	Actions	Timing (in working days)
1	Affected person submits the grievance to MUB, PMO or PIU	5 days
	Grievances is sorted and assigned to relevant staff	
	PMO specialist in charge addresses grievance, informs affected person and proposes resolution PMO/PIU initiate action for resolution	5 days
If grievance is not resolved		
2	PMO submits grievance to relevant district/division/office of the MUB and/or AHURP Grievance Committee depending on the nature of the grievance	5 days
	Relevant district/division/office of MUB or AHURP Grievance Committee addresses grievance and proposes resolution to PMO; PMO informs household of proposed resolution;	
	Relevant district/division/office of MUB or PMO initiates action for resolution under supervision of the AHURP Grievance Committee	5 days
If grievance is not resolved		
3	PMO submits grievance to Vice Mayor in charge of AHURP	5 days
	Vice Mayor addresses grievance and informs affected person and proposes resolution	

	Vice Mayor of MUB initiates action for resolution	5 days
If grievance is not resolved		
4	Grievance is referred to courts	Open

\* Depending on the nature of the grievances which may involve different investigation and resolution steps, three or more separate timelines and procedural steps may need to be followed. Reference must be made to section 7 (7.1.2; 7.1.3 and 7.2) of the decree A/1086 to ensure full compliance with the municipal procedures.

**Staff responsibilities**

29. Both the PMO and PIU will set up staffing and management systems to ensure that all grievances are effectively addressed according to relevant government, MUB and project policies and safeguards. The following are the indicative staff responsibilities within the GRM system.

**Project staff**

**Grievance Redress Role**

PMO Coordinator

- Ensure that all AHURP grievances submitted to MUB, PMO or PIU are assigned for follow-up and resolved within 30 calendar days according to MUB decision A/1086
- Establish and supervise the staffing and management system for receiving, registering, sorting and monitoring complaints in the PMO and forward to relevant persons or authorities
- Ensure information about the GRM is publicized to all stakeholders
- Designate GRM focal person (s) within the PMO and ensure the timely recording and reporting of the grievances
- Assign PMO staff, contractors or project partners to address grievances or take actions for resolution
- Transfer grievance not resolved within the PMO or its partners to pertinent authorities or agencies
- Approve and forward the GRM implementation report to MUB and ADB

PIU Coordinator

- Ensure that all grievance are redressed in accordance with the MUB procedures under the A/1086 decree and other applicable safeguards regulations
- Establish and supervise the staffing and management system for receiving, registering at the MUB GRM system, sorting and monitoring complaints in the PIU and forward to relevant persons or authorities
- Designate GRM focal person (s) within the PIU and ensure the timely recording and reporting of the grievances
- Assign PIU staff, contractors or project partners to address grievances or take actions for resolution
- Transfer grievance not resolved within the PIU or its partners to pertinent authorities or agencies
- Prepare and forward the GRM implementation report to PMO to be complied under the project GRM report as per submission requirement to the MUB
- Coordinate with the PMO Coordinator as needed

PMO/PIU GRM Focal Person

- Receive, register and sort complaints by their nature and forward the complaints to recommend assignment to the concerned specialist

---

<p>PMO / PIU Staff assigned to grievance according to area of responsibility (Environment, Resettlement, Social and Gender, or other as relevant)</p>	<ul style="list-style-type: none"> <li>● Recommend and follow up on transfer of grievances or complaints beyond project scope to pertinent persons or authorities</li> <li>● Maintain databases on the status of grievance redress process</li> <li>● Inform PMO/PIU Coordinator of any delay or non-compliance in the grievances in process for management action</li> <li>● Prepare and upload documents (complaint closing related evidence, provisions, and other) to the MUB system</li> <li>● Message or email to the person originating the grievance and relevant community council leader to inform them of the status</li> <li>● Prepare a file with fully completed registration FORM-1, Processing FORM-2 fully signed and additional documents and evidence</li> <li>● Compile the sections from each specialist to produce the GRM implementation report</li> <li>● Follow-up to gather and provide information for assessing and resolving grievance or complaint</li> <li>● Consult relevant project agreements and safeguard documents within their sphere of responsibility</li> <li>● Prepare written report on findings and recommendations, including transfer of grievance that cannot be resolved at project level to pertinent authorities</li> <li>● Communicate the resolution to the affected person or ensure that written response is issued through SMS, email, internet or other means</li> <li>● Prepare sections of the GRM implementation report for their respective area</li> </ul>
<p>PMO / PIU Communications Specialists and</p>	<ul style="list-style-type: none"> <li>● Prepare communication tools to publicize and raise awareness about the GRM and how to access it</li> <li>● Review grievance reports and recommend actions to proactively address common issues or frequent complaints through improved communications or recommend other actions to the PMO coordinator.</li> </ul>
<p>PMO/PIU Social and Gender Specialists</p>	<ul style="list-style-type: none"> <li>● Provide recommendations on responding and resolving to grievances to avoid negative impacts on women and to the extent possible promote positive impacts for gender equality and women's empowerment</li> <li>● Follow-up on all grievances submitted by or on behalf of women, people with disabilities, poor, elderly or other vulnerable groups in collaboration with the relevant specialist to ensure effective resolution and appropriate communication of response to concerned person.</li> <li>● Review grievance reports and recommend actions to proactively address common issues or frequent complaints by women and vulnerable groups through targeted outreach, improved communications or recommend other actions to the PMO Coordinator.</li> </ul>

---

**Gender-responsive and Inclusive Public Awareness and Training**

30. This mechanism must be introduced to all of the residents of the projected area and especially the simplified complaint form and included contact details, complaint access mechanisms, ways of feedback with timing by the decree, and also by AHURP sub-GRM timing. AHURP team members, in particular the Communications and Community Engagement Specialist will raise awareness about the GRM at all public and individual consultations, interviews, and through the dissemination of pamphlets on the AHURP and other relevant information.



31. Gender-responsive information and communication measures will be put in place to ensure that women are made aware of the GRM, how to access it and their entitlement to receive a response on any question or concern. These measures will include public information campaigns that specifically target women to make them aware of AHURP, land and housing issues, the GRM and how they can benefit from the project.
32. The project is tracking people with disabilities living in the target area through its consultations and willingness to participate survey. The project will ensure direct communication with PWD at all times including to inform them of the GRM and how to access the GRM. Each PWD will be consulted on their preferred communication method with the project whether by phone to the hotline, computer, an associate in their home or community that represents their interest, or other means they choose. The project will ensure that channels are in place to accommodate this chosen method, including assigning a community leader to assist the person with a disability to communicate the project if this is their chosen method. The chosen communication channel will also be used to submit any grievances.
33. Community-wide public awareness campaigns will ensure that awareness on grievance redress procedures is generated through the campaign. The project management office (PMO) designated focal person (environment and social issues) and community development consultants will conduct community-wide awareness campaigns to ensure that poor and vulnerable households are made aware of grievance redress procedures and entitlements, and will work with the PMO and, supervision consultants to help ensure that their grievances are addressed.
34. Training on effective handling and resolution of grievances will be provided to all project team members as well as to project partners to ensure effective understanding of the process and that all efforts are made to resolve issues at the lowest level. The training will also cover how to ensure grievances are addressed in ways that are gender-responsive and inclusive. This training will identify the gender and inclusion issues related to eco-district development, such as gender and land rights and ensuring access for people with disabilities in housing and public infrastructure. The aim will be to ensure that the project team has the knowledge and tools to respond effectively and sensitively to all grievances. Representatives from local government that may assist residents to submit grievances or assist in resolving them will also be trained and provided with information to ensure residents are aware of the GRM.
35. Training on grievance procedures will be provided to all project team members, contractors and others associated with AHURP that will be present on the target sites. All project personnel and contractors will be encouraged to register grievances that they receive on site and ensure the grievance is addressed through the project channels.
36. In addition, Communications Specialist will prepare bulletins for the community about how the project has responded to common or frequent grievances and how issues arising will be avoided in the future. The aim will be to demonstrate that the project is responding to the feedback from the community and improving its implementation accordingly. The GRM will be reviewed on an annual basis and updated when needed.

### Annex 1 - Grievance registration detail procedures

Persons submitting a grievance may do so through the portals provided by MUB (see Figure 2) or in person using the forms below.

The complaints entry and registration forms have part 1-5 and 8,9 (ANNEX FORM1, FORM 2) to be filled by the GRM Focal person after the receiving from the residents or sources. These will be submitted to the responsible parties within 2 working hours after the acceptance. The Form presented below is an indicative translation. At all times, AHURP will verify the Grievance Form being used by MUB and by GADIP and update its procedures to align with MUB and GADIP.

GRM step by step procedures:

Complaint entry canal registration form (FORM 1) filled by GRM Focal person

- A) Complaint registration and acceptance form (FORM 2) parts 1-5 and 8,9 filled by GRM Focal person.
- B) An equal number of the copy will be made with FORM 2-Part 5 related to responsible peoples + original. And the original one is filled later by the PMO administrative officer and the fully completed signed original FORM1 and Form 2 goes to the archive officer with the separate registration form of the archive.
- C) PMO administrative officer is responsible to submit or deliver the complaint decision to the complaining body as soon as it is resolved within the prescribed timeline. The reports shall be submitted no more than 30 days after the complaint is closed.
- D) If the complaint takes a longer time and needs several sector's participation, then upload the causes with the evidence documents.
- E) If the complaint has characteristics or reasons that exceed the capacity of the project the complaining party must be informed in the early stage of the legal procedure which he/she can submit within the time frame to make an application to the court to resolve issues regarding Mongolian law.
- F) Each case that is over the project capacity must be reviewed by the legal team and the PMO administrative officer gets orientation on how to direct the complaint party and get advice on the legal timeframe regarding the related Mongolian legislations.

#### FORM 1: The entry of the complaint

The ways of submitting complaints	To
By the phone call	Phone numbers: 1. _____
By email	Email: 1. _____ 2. _____
By using the MUB application	ID Number : .....
By using the check my service application	.....
In written form	Address: City Tower building.....
Using other forms:	

A convenient time and way to contact back:	

**Form2: Resident's complaint registration and processing form**

<b>1) RESIDENTS INFORMATION WHO SUBMITTING THE COMPLAINT</b>	
Date: (D/M/Y) :	Name :
	ID Number:
Contact phone#: Contact email: Social network's account name:	Address:
Sex: Female ____ Male ____	
<p><b>The complaint was taken by:</b> <b>Name:</b></p> <p><b>Enclosed documents to be listed:</b></p> <p>1) 2) 3)</p>	
<b>2) TYPE OF THE COMPLAINT OR TO WHOM MAY IT CONCERN:</b> (Can choose 1 or more)	
<ul style="list-style-type: none"> <li>● Resettlement</li> <li>● Property</li> <li>● Contract related legal issue</li> <li>● Environmental</li> <li>● Social and gender</li> <li>● Community participation and community engagement</li> <li>● Mortgage/EDAF</li> <li>● Designing of the AH</li> <li>● Developers</li> <li>● Other _____</li> </ul> <p style="text-align: right;">(please write)</p>	
<b>3) POTENTIAL PART OF THE AHURP WHO MAY MAKE A DECISION:</b> (Responsible parties can be 1 or more)	
<p>1. ADB</p> <p>2. MUB/NOSK</p>	





Social network's account name:	
Sex:	<input type="checkbox"/> Female <input type="checkbox"/> Male
<b>2) COMPLAINT DETAILS WHY IT WILL BE DIRECTED TO:</b> _____ _____ _____ _____ _____ _____ _____	
<b>3) TO WHOM IT MAY BE ADDRESSED:</b>	
<b>4) ADVICE ABOUT THE TIMING TO SUBMIT ISSUE TO THE RELATED PARTIES:</b>	
1) 2) 3)	
<b>5) IF THE CASE IS ADDRESSED TO RELATED STAKEHOLDERS THEN PROVIDES SUPPORT LETTER (IF NECESSARILY):</b>  <b>SUPPORTING LETTER PROVIDED:</b> YES (Y) NO(N)  <b>COPY OF THE LETTER MUST BE ENCLOSED TO THE FILE AND WRITE HERE THE SUMMARY:</b>	
<b>DIRECTED BY:</b> ...../...../ <b>DATE:</b> <b>ACCEPTED BY:</b> ...../...../ <b>DATE:</b>  <b>COMPLAINT CLOSED BY:</b> ...../...../ <b>DATE:</b>	

## Annex 2 – Table on specific steps and timelines for Involuntary resettlement

AHURP is categorized as Category A for resettlement impacts under ADB's safeguard policy since eco-district development will be based on voluntary land-swapping. As a result, involuntary land acquisition and resettlement will be minimized. The Project Administration Manual states that *Involuntary resettlement will be considered only when certain infrastructure development outside the subproject perimeter will affect households*. A Resettlement Framework has been developed to address the impacts of involuntary resettlement.

AHURP will establish a Land Acquisition and Resettlement Working Group with representation from the Khoroo office, the Land Administration Department of MUB, other relevant units of the Districts/MUB and resident groups to manage and supervise involuntary land acquisition and resettlement arising from public infrastructure works. All provisions of the Resettlement Framework will be followed within the project's overall GRM including grievance submission, recording and follow-up. Specific steps and responsibilities for involuntary resettlement are presented below and in Table 3. The APs shall be actively involved in all stages of the grievance redress procedures.

- *Step 1:* Once the aggrieved person submits their grievance to MUB or PMO, the Resettlement specialist of the PMO will ensure the complaint is completed in the relevant forms and logged in the GRM system. Then he/she will contact relevant member of the LARWG. The grievance will be presented, addressed and resolved within 5 days by the PMO and LARWG. The PMO Resettlement Specialist will record its deliberations and inform the concerned parties within the same week of its findings and recommendations and present these to the PMO and LARWG for action.
- *Step 2:* If the grievance is not resolved within 10 days from its lodging, the grievance will be submitted to the related divisions/offices of the related district and its resolution is recommended to the District Governor for approval and action within 5 more days.
- *Step 3:* If still unresolved within 5 days, the LARWG will seek to resolve the issue and make recommendations to the chairman of LARWG, who is MUB Vice Mayor responsible for AHURP. The Vice Mayor shall initiate action within another 5 days.
- *Step 4:* If the preceding stakeholders cannot resolve the grievance, it is referred to the courts. Mongolian legislation and the ADB SPS will guide all decisions.

The timelines are indicative and will be updated as required within the Resettlement Plans should involuntary resettlement occur and according to the A/1086 requirements.

Table 2: Involuntary Resettlement Framework grievance steps

Steps	Actors /Actions	Timing
1	AP lodges grievance with PMO, where the PMO assigns the grievance redress to the Resettlement Specialist	5 days
	PMO Resettlement Specialist addresses grievance, informs AP and proposes resolution with the support of relevant member of LARWG	
	PMO initiates action for resolution	5 days
If grievance is not resolved		
2	PMO submits grievance to relevant division/office of the respective	5 days
	Relevant division/office of respective district addresses grievance, informs AP through PMO and proposes resolution to District Governor	
	District Governor initiates action for resolution with the support of PMO	5 days
If grievance is not resolved		
3	PMO submits grievance to LARWG	5 days
	LARWG addresses grievance and informs AP and proposes resolution	5 days
	Vice Mayor of MUB initiates action for resolution	
If grievance is not resolved		
4	Grievance is referred to courts	Open

With specific regard to land disputes, in accordance with the Land Law (Article 60, “Settlement of Land Related Disputes”), these will be settled by the relevant Khoroo Governor. Where this is unsuccessful, the dispute shall be settled by a higher-level authority, or in a court. Alternatively, residents may also go directly to the District Land Officer.

If an AP is still not satisfied and believes they have been harmed due to non-compliance with ADB policy and they have made good faith efforts to solve their problems by working with the ADB Project Team, they may submit a complaint to ADB’s Office of Special Project Facility or Office of Compliance Review in accordance with ADB’s Accountability Mechanism. The information on how to make a complaint can be found at internet site [www.adb.org/site/accountability-mechanism/main](http://www.adb.org/site/accountability-mechanism/main)

















## Annex 7: Bayankhoshuu Site Planning

### Bayankhoshuu Eco-District



0 10 50 100m



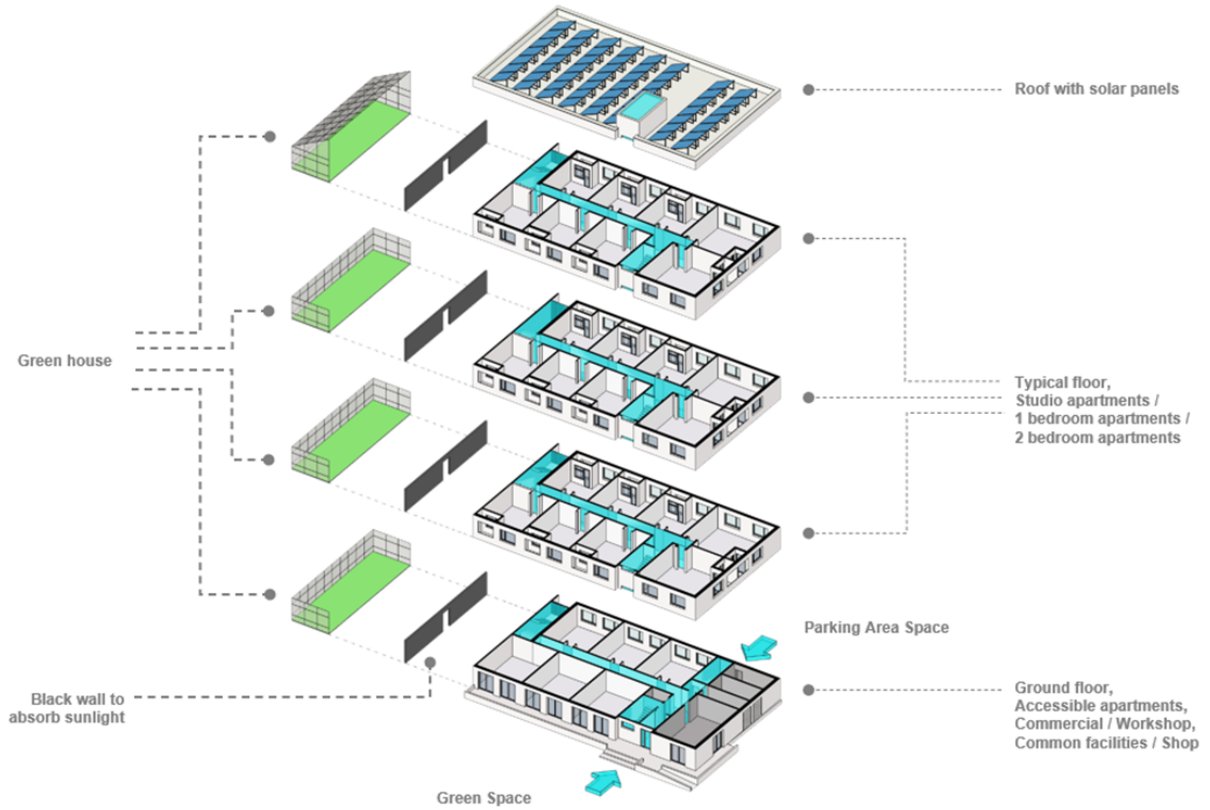
- |  |   |  |
|--|---|--|
|  Social Housing           |  Park              |  Pilot building          |
|  Affordable/Mixed Housing |  Green Corridor    |  Cleared boundary of B15 |
|  Market/Mixed Housing     |  Arterial Road     |  30M setback             |
|  Commercial Area          |  Neighborhood Road |  15M setback             |
|  |  Existing Building |  Existing kindergarten   |

## Bayankhoshuu (B-15) Fast Track Social Housing

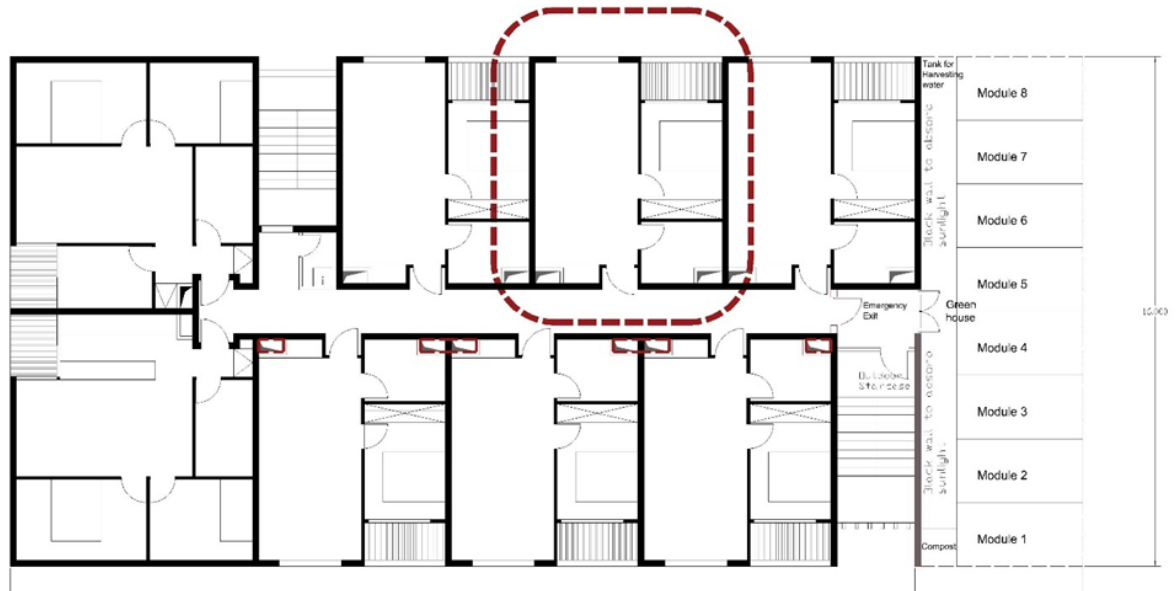


# Annex 8: BKH Fast Track Social Housing Concept

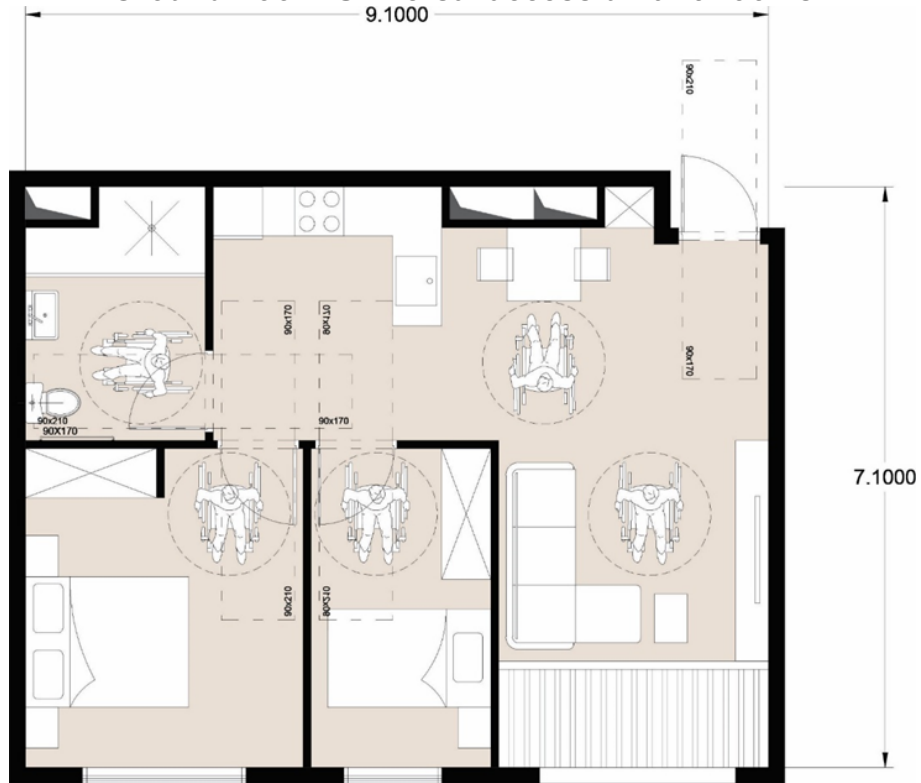
## Axonometric Cross-Section



## Typical Floor Layout with internal partitions



### Ground floor - Universal access unit - 3 rooms



### Social Housing Building & Immediate Surrounding



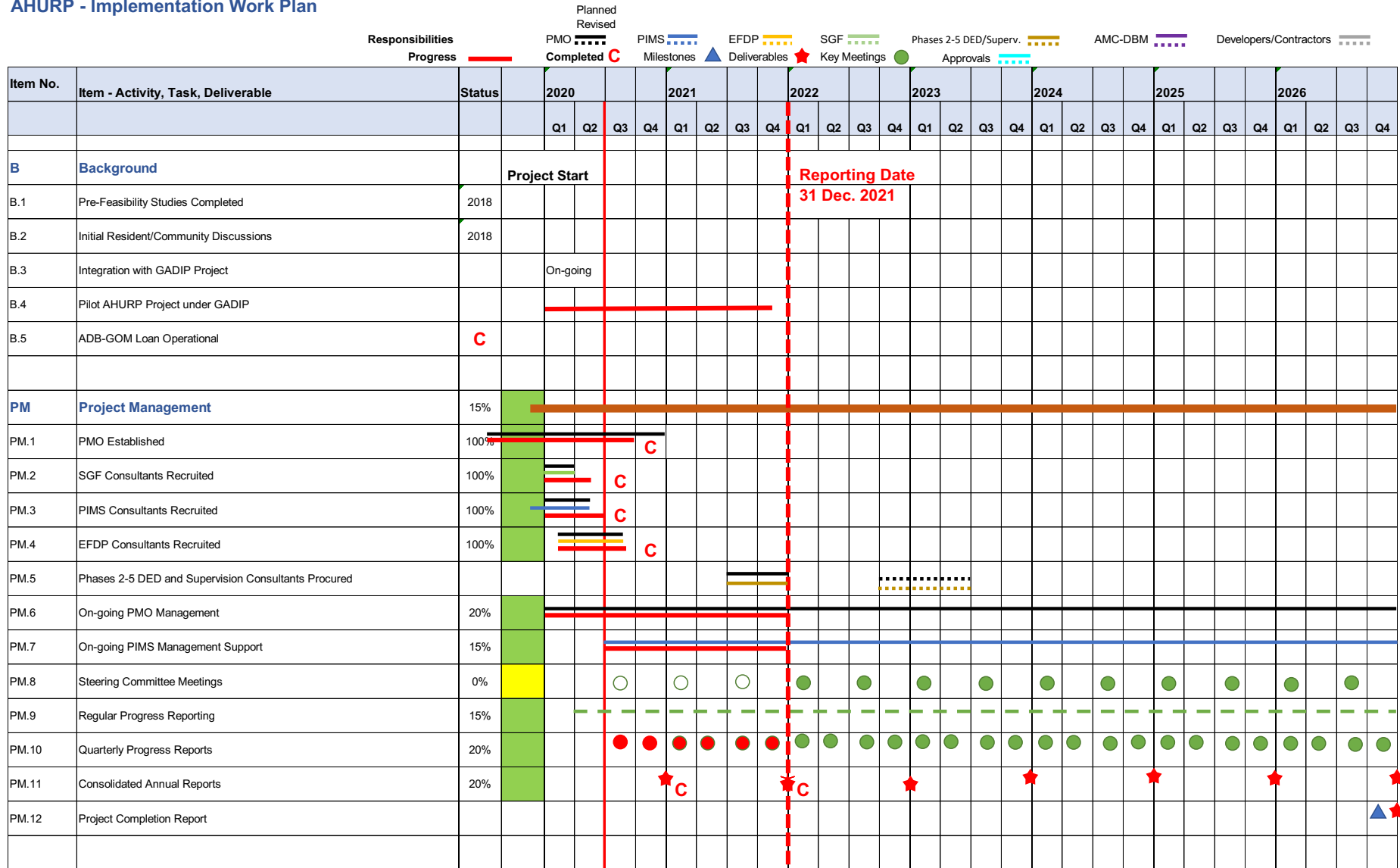
## Social Housing & Social Plaza

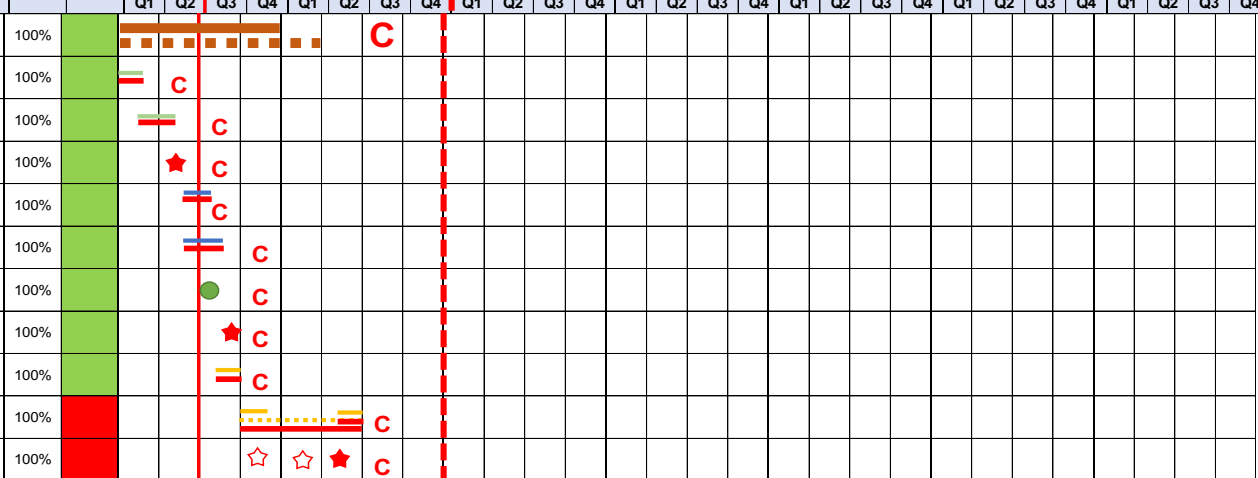
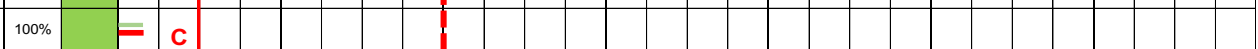
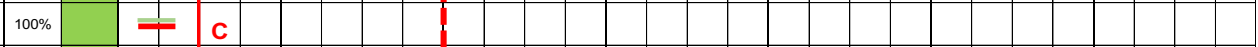
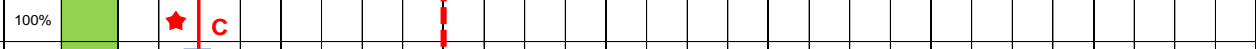
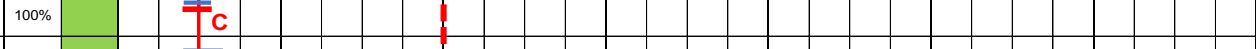



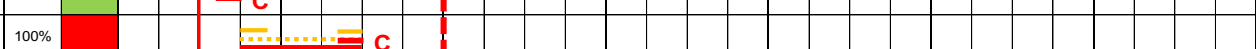
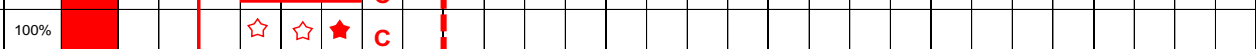
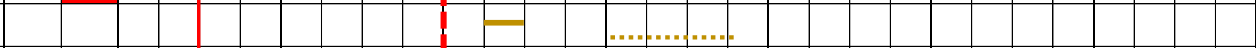
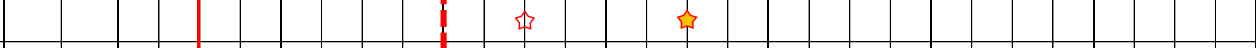
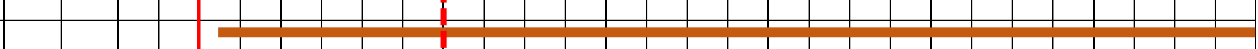
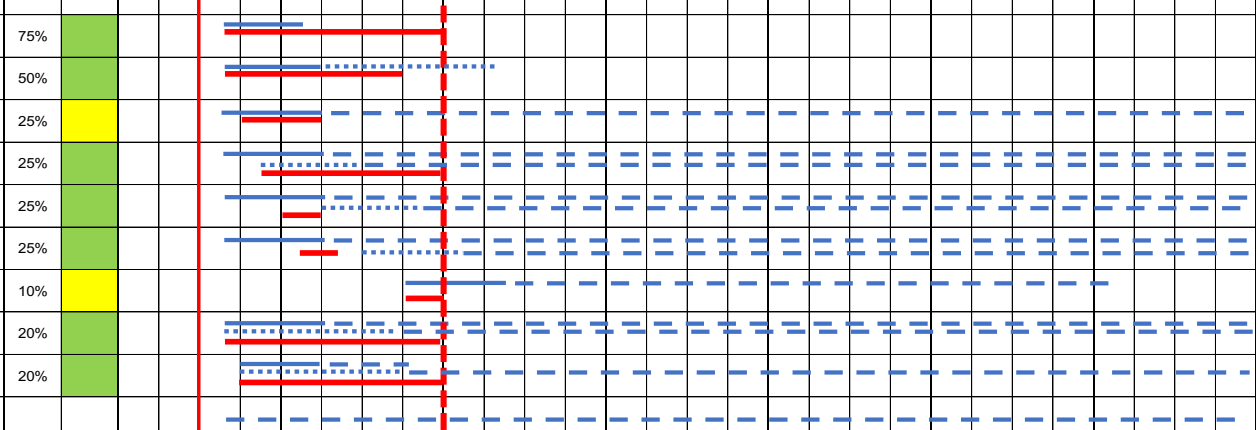
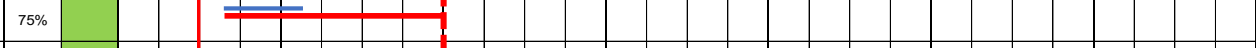











## Annex 9: Detailed AHURP Implementation Work Plan

---

**AHURP - Implementation Work Plan**



Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>0</b>	<b>Start-Up and Inception</b>	100%																												
0.1	SGF Team Mobilised	100%																												
0.2	SGF Inception Phase	100%																												
0.3	SGF Inception Report Submitted	100%																												
0.4	PIMS Team Mobilised	100%																												
0.5	PIMS Inception Phase	100%																												
0.6	Start-Up Meeting ADB-PMO-PIMS	100%																												
0.7	PIMS Inception Report Submitted	100%																												
0.8	EFDP Team Mobilised	100%																												
0.9	EFDP Inception Phase	100%																												
0.10	EFDP Inception Report Submitted	100%																												
0.11	Phases 2-5 DED Superv. Consultants Mobilise Inception Phase																													
0.12	Phases 2-5 DED Superv. Consultants Inception Report Submitted																													
<b>T</b>	<b>Training and Capacity Building</b>																													
T.1	Undertake Needs Assessment	75%																												
T.2	Prepare Training/Capacity Building Program	50%																												
T.3	Provide IT Training/Capacity Building	25%																												
T.4	Provide Project Management Training/Capacity Building	25%																												
T.5	Provide Financial Management Training/Capacity Building	25%																												
T.6	Provide Procurement Training/Capacity Building	25%																												
T.7	Provide Contract Management Training/Capacity Building	10%																												
T.8	Provide Environment/ Social Safeguards Training/CB	20%																												
T.9	Provide Gender Training	20%																												
T.10	Provide Other as Identified																													



Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>1</b>	<b>Phase 1 Sites Development</b>																													
1.a	Prepare Stakeholder Communication Strategy	100%																												
1.b	Prepare Community Consultation Plan	100%																												
<b>1.1</b>	<b>Output 1: Feasibility &amp; Construction Phase 1</b>																													
1.1.a	Conduct Communication Activities	30%																												
1.1.b	On-going PIMS Management Support	20%																												
<b>1.1.1</b>	<b>Detailed Feasibility Study - Phase 1 Sites</b>	<b>10%</b>																												
1.1.1.1	Review Pre-Feasibility Study (PFS) Development Strategy	60%																												
1.1.1.2	Conduct Stakeholder Consultations	50%																												
1.1.1.3	Conduct Community Residents' Consultation	50%																												
1.1.1.4	Complete Demand Analyses - All Housing Types	25%																												
1.1.1.5	Confirm Site Residents' VLSP Participation	50%																												
1.1.1.6	Confirm Original PFS Phase 1 Sites' Selection	100%																												
1.1.1.7	Select New Phase 1 Site(s) if Required	75%																												
a.	Fast-Track NOSK BKH-N Site Selected (B-15 site)	100%																												
1.1.1.8	Review PFS Phased Approach to Site Development	100%																												
1.1.1.9	Review PFS Infrastructure Planning	100%																												
a.	Fast-Track NOSK BKH-N Infrastructure Planning (B-15 site)	75%																												
1.1.1.10	Review PFS Housing Units' Designs & Integration	100%																												
1.1.1.11	Review PFS Public Space, Social/Green Facilities	100%																												
a.	Fast-Track Public Spaces, Social/Green Facilities (B-15 site)	75%																												

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.1.12	Review PFS Integration of Commercial Facilities	50%																												
1.1.1.13	Prepare Revised Phase 1 Site Plans as Required	60%																												
a.	Fast-Track Planning (B-15 site)	80%																												
b.	BKH Planning (B-15 and N-4 sites)	75%																												
c.	Selbe and Sharkhad Planning	25%																												
1.1.1.14	Prepare Prelim. Revised Housing Unit Designs as Required	75%																												
a.	Fast-Track Social Housing Design (B-15 site)	75%																												
1.1.1.15	Conduct Environmental/Safeguard Assessments	10%																												
1.1.1.16	Prepare Environmental Assessments, EMP	10%																												
1.1.1.17	Prepare Social Gender Action Plan (SGAP)	100%																												
1.1.1.18	Complete VLSP Agreements	0%																												
1.1.1.19	Confirm/Prepare Transitional Housing Arrangements	25%																												
1.1.1.20	Review Costing and Implementation Strategy	20%																												
a.	Fast-Track Costing and Implementation Strategy (B-15 site)	15%																												
1.1.1.21	Prepare/Submit Feasibility Study for Review/Approval	25%																												
a.	Fast-Track: Prepare/Submit Portions of Detailed Feasibility Study (B-15 s	15%																												
1.1.1.22	Client/Stakeholder Approval Processes	0%																												
a.	Fast-Track: Client/Stakeholder Approval Processes (B-15 site)	0%																												
1.1.2	<b>Detailed Engineering/Architectural Design (DED) Phase 1</b>																													
1.1.2.1	On-going PIMS Management Support	0%																												
1.1.2.2	Prepare DED for Social Housing Units	0%																												
a.	Fast-Track Social Housing Units DED	0%																												

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.2.3	Prepare DED for Social Housing Infrastructure	0%																												
a.	Fast-Track Social Housing Infrastructure DED	0%																												
1.1.2.4	Prepare DED for Affordable/Market Housing Units	0%																												
1.1.2.5	Prepare DED for Affordable/Market Housing Infrastructure	0%																												
1.1.2.6	Prepare DED for all Public Space, Social Facilities	0%																												
a.	Fast-Track Public Space, Social Facilities DED	0%																												
1.1.2.7	Prepare Conceptual Designs for Commercial Facilities	0%																												
1.1.2.8	Prepare Cost Estimates for All	0%																												
a.	Fast-Track Cost Estimates for all Components	0%																												
1.1.2.9	Submit Draft/Final DEDs for Review/Approval	0%																												
a.	Fast-Track DED Submission	0%																												
1.1.2.10	Client/Stakeholder Approval Processes	0%																												
a.	Fast-Track DED Approvals	0%																												
1.1.3	<b>Implementation: Social Housing Phase 1</b>	0%																												
1.1.3.1	On-going PIMS Management Support	0%																												
1.1.3.2	Prepare Tender Packages for Social Housing Construction	0%																												
a.	Fast-Track Tender Packages for Social Housing	0%																												
1.1.3.3	Prepare Tender Packages for Infrastructure Construction	0%																												
a.	Fast-Track Tender Packages for Infrastructure	0%																												
1.1.3.4	Prepare Tender Packages for Public Space/Social if Separate	0%																												
a.	Fast-Track Tender Packages for Public Space/Social	0%																												
1.1.3.5	Ensure Transitional Housing Arrangements are in Place	0%																												
1.1.3.6	Tender, Evaluate, Select Contractors	0%																												
a.	Fast-Track: Tender, Evaluate, Select Contractors	0%																												

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.3.7	Complete Selection of Qualified Residents	0%																												
1.1.3.8	Construct Social Housing, Infrastructure, Public/Social Facilities	0%																												
a.	Fast-Track: Construct Social Housing, Infra., Public/Social Facilities	0%																												
1.1.3.9	Implement Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
a.	Fast-Track:Implement Safeguard Policies	0%																												
1.1.3.10	Monitor Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
a.	Fast-Track:Monitor Safeguard Policies	0%																												
1.1.3.11	Provide On-going Construction Supervision	0%																												
a.	Fast-Track:Provide On-going Construction Supervision	0%																												
1.1.3.12	Submit Progress Reports as Agreed	0%																												
1.1.3.13	Construction Complete and Commissioned	0%																												
1.1.3.14	Social Housing Ready for Occupancy	0%																												
a.	Fast-Track Social Housing Ready for Occupancy	0%																												
1.1.4	<b>Implementation: Affordable &amp; Market Housing Phase 1</b>																													
1.1.4.1	On-going PIMS Management Support	0%																												
1.1.4.2	Complete LARP and VLSP Implementation	0%																												
1.1.4.3	Ensure Transitional Housing Arrangements are in Place	0%																												
1.1.4.4	Prepare Tender Packages for Housing Construction	0%																												
1.1.4.5	Prepare Tender Packages for Infrastructure Construction	0%																												
1.1.4.6	Prepare Tender Packages for Public Space/Social if Separate	0%																												
1.1.4.7	Prepare Tender Packages for Commercial Construction	0%																												
1.1.4.8	Tender, Evaluate, Select Contractors	0%																												

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.4.9	Construct Housing, Infrastructure, Public/Social Facilities	0%																												
1.1.4.10	Implement Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
1.1.4.11	Monitor Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
1.1.4.12	Provide On-going Construction Supervision	0%																												
1.1.4.13	Submit Progress Reports as Agreed	0%																												
1.1.4.14	Construction Complete and Commissioned	0%																												
1.1.4.15	Affordable and Market Housing Ready for Occupancy	0%																												
1.1.4.16	Commercial Space Ready for Occupancy	0%																												
<b>1.2</b>	<b>Output 2: Finance (Affordable and Market Housing) Ph 1</b>																													
1.2.1	On-going PIMS Management Support	15%																												
1.2.2	Short-List/Select Commercial Banks																													
1.2.3	Complete Developer Financing Program Details	50%																												
1.2.4	Prepare Developer Tender Packages: Physical, Financial																													
1.2.5	Invite/Select Developers																													
1.2.6	Complete Commercial Bank Sub-Loans Program																													
1.2.7	Complete Homebuyer Mortgage Program																													
1.2.8	Market and Sell Housing Units																													
1.2.9	Market and Lease/Sell Commercial Units																													
<b>1.3</b>	<b>Output 3: Policy Reform</b>																													
1.3.1	Project Implementation and Management Policy	10%																												
1.3.2	Eco-District Feasibility and Development Policy	10%																												

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.3.3	Climate Change Adaptation and Mitigation Policy	10%																												
1.3.4	Supply and Access to Social and Affordable Housing Policy	10%																												
1.3.5	Detailed Design and Supervision Policy	10%																												
1.3.6	Sustainable Green Housing Finance Policy	10%																												
<b>2</b>	<b>Phases 2 Sites Development</b>																													
<b>2.1</b>	<b>Output 1: Construction Phase 2</b>	0%																												
2.1.a	On-going PIMS Management Support	0%																												
2.1.b	Conduct Consultations/Communication Activities	0%																												
2.1.c	Incorporate Phase 1 Lessons Learned	0%																												
<b>2.1.1</b>	<b>Detailed Feasibility Study - Phase 2</b>	0%																												
2.1.1.1	Prepare Long-List of Potential Sites/Select	0%																												
2.1.1.2	Conduct Stakeholder Consultations	0%																												
2.1.1.3	Conduct Community Residents' Consultation	0%																												
2.1.1.4	Complete Demand Analyses - All Housing Types	0%																												
2.1.1.5	Confirm Site Residents' VLSP Participation	0%																												
2.1.1.6	Confirm Phases 2 & 3 Sites' Selection	0%																												
2.1.1.7	Prepare Preliminary Site Planning - All Components	0%																												
2.1.1.8	Prepare Preliminary Infrastructure Planning	0%																												
2.1.1.9	Prepare Environmental Assessments, EMP	0%																												
2.1.1.10	Prepare Gender Action Plan (GAP)	100%																												
2.1.1.11	Prepare LARPs: On-Site/Off-Site as Required	0%																												
2.1.1.12	Complete VLSP Agreements	0%																												

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.1.13	Confirm/Prepare Transitional Housing Arrangements	0%																												
2.1.1.14	Review Costing and Implementation Strategy	0%																												
2.1.1.15	Prepare/Submit Feasibility Study for Review/Approval	0%																												
2.1.1.16	Client/Stakeholder Approval Processes	0%																												
<b>2.1.2</b>	<b>Detailed Engineering/Architectural Design (DED) Phase 2</b>	0%																												
2.1.2.1	On-going PIMS Management Support	0%																												
2.1.2.2	Prepare DED for Social Housing Units	0%																												
2.1.2.3	Prepare DED for Social Housing Infrastructure	0%																												
2.1.2.4	Prepare DED for Affordable/Market Housing Units	0%																												
2.1.2.5	Prepare DED for Affordable/Market Housing Infrastructure	0%																												
2.1.2.6	Prepare DED for all Public Space, Social Facilities	0%																												
2.1.2.7	Prepare Conceptual Designs for Commercial Facilities	0%																												
2.1.2.8	Prepare Cost Estimates for All	0%																												
2.1.2.9	Submit Draft/Final DEDs for Review/Approval	0%																												
2.1.2.10	Client/Stakeholder Approval Processes	0%																												
<b>2.1.3</b>	<b>Implementation: Social Housing Phase 2</b>																													
2.1.3.1	On-going PIMS Management Support	0%																												
2.1.3.2	Prepare Tender Packages for Social Housing Construction	0%																												
2.1.3.3	Prepare Tender Packages for Infrastructure Construction	0%																												
2.1.3.4	Prepare Tender Packages for Public Space/Social if Separate	0%																												
2.1.3.5	Ensure Transitional Housing Arrangements are in Place	0%																												

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.3.6	Tender, Evaluate, Select Contractors	0%																												
2.1.3.7	Complete Selection of Qualified Residents	0%																												
2.1.3.8	Construct Social Housing, Infrastructure, Public/Social Facilities	0%																												
2.1.3.9	Implement Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
2.1.3.10	Monitor Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
2.1.3.11	Provide On-going Construction Supervision	0%																												
2.1.3.12	Submit Progress Reports as Agreed	0%																												
2.1.3.13	Construction Complete and Commissioned	0%																												
2.1.3.14	Social Housing Ready for Occupancy	0%																												
2.1.4	<b>Implementation: Affordable &amp; Market Housing Phase 2</b>																													
2.1.4.1	On-going PIMS Management Support	0%																												
2.1.4.2	Complete LARP and VLSP Implementation	0%																												
2.1.4.3	Ensure Transitional Housing Arrangements are in Place	0%																												
2.1.4.4	Prepare Tender Packages for Housing Construction	0%																												
2.1.4.5	Prepare Tender Packages for Infrastructure Construction	0%																												
2.1.4.6	Prepare Tender Packages for Public Space/Social if Separate	0%																												
2.1.4.7	Prepare Tender Packages for Commercial Construction	0%																												
2.1.4.8	Tender, Evaluate, Select Contractors	0%																												
2.1.4.9	Construct Housing, Infrastructure, Public/Social Facilities	0%																												
2.1.4.10	Implement Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
2.1.4.11	Monitor Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
2.1.4.12	Provide On-going Construction Supervision	0%																												



Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.4.13	Submit Progress Reports as Agreed	0%																												
2.1.4.14	Construction Complete and Commissioned	0%																												
2.1.4.15	Affordable and Market Housing Ready for Occupancy	0%																												
2.1.4.16	Commercial Space Ready for Occupancy	0%																												
<b>2.2</b>	<b>Output 2: Finance (Affordable &amp; Market Housing) Ph 2</b>																													
2.2.1	On-going PIMS Management Support	0%																												
2.2.2	Prepare Developer Tender Packages: Physical, Financial	0%																												
2.2.3	Invite/Select Developers	0%																												
2.2.4	Market and Sell Housing Units	0%																												
2.2.5	Market and Lease/Sell Commercial Units	0%																												
<b>3-5</b>	<b>Phases 3-5 Sites Development</b>																													
<b>3-5.1</b>	<b>Output 1: Feasibility &amp; Construction Phases 3-5</b>	0%																												
3-5.1.a	On-going PIMS Management Support	0%																												
3-5.1.b	Conduct Consultations/Communication Activities	0%																												
3-5.1.c	Incorporate Phase 1, 2, 3 Lessons Learned	0%																												
<b>3-5.1.1</b>	<b>Detailed Feasibility Study - Phases 3-5</b>	0%																												
3-5.1.1.1	Prepare Long-List of Potential Sites/Select	0%																												
3-5.1.1.2	Conduct Stakeholder Consultations	0%																												
3-5.1.1.3	Conduct Community Residents' Consultation	0%																												
3-5.1.1.4	Complete Demand Analyses - All Housing Types	0%																												
3-5.1.1.5	Confirm Site Residents' VLSP Participation	0%																												

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3-5.1.1.6	Confirm Phases 2 & 3 Sites' Selection	0%																												
3-5.1.1.7	Prepare Preliminary Site Planning - All Components	0%																												
3-5.1.1.8	Prepare Preliminary Infrastructure Planning	0%																												
3-5.1.1.9	Prepare Environmental Assessments, EMP	0%																												
3-5.1.1.10	Prepare Gender Action Plan (GAP)	100%																												
3-5.1.1.11	Prepare LARPs: On-Site/Off-Site as Required	0%																												
3-5.1.1.12	Complete VLSP Agreements	0%																												
3-5.1.1.13	Confirm/Prepare Transitional Housing Arrangements	0%																												
3-5.1.1.14	Review Costing and Implementation Strategy	0%																												
3-5.1.1.15	Prepare/Submit Feasibility Study for Review/Approval	0%																												
3-5.1.1.16	Client/Stakeholder Approval Processes	0%																												
<b>3-5.1.2</b>	<b>Detailed Engineering/Architectural Design (DED) Phases 3-5</b>																													
3-5.1.2.1	On-going PIMS Management Support	0%																												
3-5.1.2.2	Prepare DED for Social Housing Unit	0%																												
3-5.1.2.3	Prepare DED for Social Housing Infrastructure	0%																												
3-5.1.2.4	Prepare DED for Affordable/Market Housing Units	0%																												
3-5.1.2.5	Prepare DED for Affordable/Market Housing Infrastructure	0%																												
3-5.1.2.6	Prepare DED for all Public Space, Social Facilities	0%																												
3-5.1.2.7	Prepare Conceptual Designs for Commercial Facilities	0%																												
3-5.1.2.8	Prepare Cost Estimates for All	0%																												
3-5.1.2.9	Submit Draft/Final DEDs for Review/Approval	0%																												
3-5.1.2.10	Client/Stakeholder Approval Processes	0%																												

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>3-5.1.3</b>	<b>Implementation: Social Housing Phases 3-5</b>																													
3-5.1.3.1	On-going PIMS Management Support	0%																												
3-5.1.3.2	Prepare Tender Packages for Social Housing Construction	0%																												
3-5.1.3.3	Prepare Tender Packages for Infrastructure Construction	0%																												
3-5.1.3.4	Prepare Tender Packages for Public Space/Social if Separate	0%																												
3-5.1.3.5	Ensure Transitional Housing Arrangements are in Place	0%																												
3-5.1.3.6	Tender, Evaluate, Select Contractors	0%																												
3-5.1.3.7	Complete Selection of Qualified Residents	0%																												
3-5.1.3.8	Construct Social Housing, Infrastructure, Public/Social Facilities	0%																												
3-5.1.3.9	Implement Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
3-5.1.3.10	Monitor Safeguard Policies: GAP, EMP, RAP, etc.	0%																												
3-5.1.3.11	Provide On-going Construction Supervision	0%																												
3-5.1.3.12	Submit Progress Reports as Agreed	0%																												
3-5.1.3.13	Construction Complete and Commissioned	0%																												
3-5.1.3.14	Social Housing Ready for Occupancy	0%																												
<b>3-5.1.4</b>	<b>Implementation: Affordable &amp; Market Housing Phases 3-5</b>																													
3-5.1.4.1	On-going PIMS Management Support	0%																												
3-5.1.4.2	Complete LARP and VLSP Implementation	0%																												
3-5.1.4.3	Ensure Transitional Housing Arrangements are in Place	0%																												
3-5.1.4.4	Prepare Tender Packages for Housing Construction	0%																												
3-5.1.4.5	Prepare Tender Packages for Infrastructure Construction	0%																												
3-5.1.4.6	Prepare Tender Packages for Public Space/Social if Separate	0%																												

(NOTE: Packaging of tender components may vary)

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026							
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
3-5.1.4.7	Prepare Tender Packages for Commercial Construction	0%																																
3-5.1.4.8	Tender, Evaluate, Select Contractors	0%																																
3-5.1.4.9	Construct Housing, Infrastructure, Public/Social Facilities	0%																																
3-5.1.4.10	Implement Safeguard Policies: GAP, EMP, RAP, etc.	0%																																
3-5.1.4.11	Monitor Safeguard Policies: GAP, EMP, RAP, etc.	0%																																
3-5.1.4.12	Provide On-going Construction Supervision	0%																																
3-5.1.4.13	Submit Progress Reports as Agreed	0%																																
3-5.1.4.14	Construction Complete and Commissioned	0%																																
3-5.1.4.15	Affordable and Market Housing Ready for Occupancy	0%																																
3-5.1.4.16	Commercial Space Ready for Occupancy	0%																																
3-5.2	<b>Output 2: Finance (Affordable &amp; Market Housing) Phases 3-5</b>																																	
3-5.2.1	On-going PIMS Management Support	0%																																
3-5.2.2	Prepare Developer Tender Packages: Physical, Financial	0%																																
3-5.2.3	Invite/Select Developers	0%																																
3-5.2.4	Market and Sell Housing Units	0%																																
3-5.2.5	Market and Lease/Sell Commercial Units	0%																																

Item No.	Item - Activity, Task, Deliverable	Status	2020				2021				2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4	<b>Solar Photo Voltaic Sub-Project</b>																													
4.1	<b>PV Feasibility Study</b>																													
4.2	Preliminary Design	25%																												
4.2.1	Technical Design																													
4.2.2	Business Model Design	25%																												
4.3	Licensing and Approvals	25%																												
4.4	Detailed Engineering Design																													
4.5	Tender and Contract Award																													
4.6	Construction																													
4.7	Operation and Maintenance																													